



# VYSOKÉ UČENÍ TECHNICKÉ V BRNĚ

BRNO UNIVERSITY OF TECHNOLOGY

## FAKULTA PODNIKATELSKÁ

FACULTY OF BUSINESS AND MANAGEMENT

## ÚSTAV MANAGEMENTU

INSTITUTE OF MANAGEMENT

## SPOKOJENOST ZÁKAZNÍKŮ

CUSTOMER SATISFACTION

### BAKALÁŘSKÁ PRÁCE

BACHELOR'S THESIS

### AUTOR PRÁCE

AUTHOR

Terézia Korenčiaková

### VEDOUCÍ PRÁCE

SUPERVISOR

Ing. David Schüller, Ph.D.

BRNO 2021

# Specification Bachelor's Thesis

Department: Institute of Management  
Student: **Terézia Korenčiaková**  
Study programme: Economics and Management  
Study field: Entrepreneurship and Small Business Development  
Supervisor: **Ing. David Schüller, Ph.D.**  
Academic year: 2020/21

Pursuant to Act no. 111/1998 Coll. concerning universities as amended and pursuant to the BUT Study Rules, by the Director of the Institute, you have been assigned a Bachelor's Thesis entitled:

## Customer Satisfaction

### Characteristics of thesis dilemmas:

Introduction  
Work objectives, processing methods and procedures  
Theoretical background  
Current status analysis  
Author's proposal of solutions  
Conclusion  
Bibliography  
Attachments

### Objectives which should be achieve:

The aim of the thesis is to propose a set of measures to increase customer satisfaction levels, based on the analyses carried out.

### Basic sources of information:

KINGSNORTH, S. Digital Marketing Strategy. New York: Kogan Page Ltd, 2019. 365 s. ISBN 9780749484231.

KOTLER, P., ARMSTRONG, G. Marketing. Praha: Grada, 2004, 856 s. ISBN 80-247-0513-3.

KOTLER, P., KELLER, K. L. Marketing management 12e. New Jersey: Pearson Education, 2006. 729 s. ISBN 0-13-145757-8.

KOZEL, R. a kol. Moderní metody a techniky marketingového výzkumu. 1. vydání. Praha: Grada, 2011. 304 s. ISBN 978-80-247-3527-6.

PRIDE, W. M., FERRELL O. C. Foundations of Marketing. Spojené štáty americké: Integra Software Services Pvt. Ltd. 2016. 687 s. ISBN 978-1-285-85834-0.

ZAMAZALOVÁ, M. Marketing obchodní firmy. 1. vydání. Praha: Grada, 2009. 240 s. ISBN 978-8-247-2049-4.

Deadline for submission Bachelor's Thesis is given by the Schedule of the Academic year 2020/21

In Brno dated 28.2.2021

L. S.

---

doc. Ing. Robert Zich, Ph.D.  
Director of the Institute

---

doc. Ing. Vojtěch Bartoš, Ph.D.  
Dean

## **Abstrakt**

Táto bakalárska práca sa zaoberá problémom spokojnosti zákazníkov spoločnosti EWALDS s.r.o. Práca poskytuje analýzu súčasnej úrovne spokojnosti zákazníkov, ktorá bola odvodená z dotazníkového prieskumu. Následne sú uvedené návrhy a preventívne opatrenia na zvýšenie spokojnosti.

## **Abstract**

This bachelor thesis deals with the issue of customer satisfaction of the company EWALDS s.r.o. The thesis provides analysis of current level of customer satisfaction which is determined by the questionnaire survey. It is then followed by the proposals and precautions to increase the satisfaction.

## **Kľúčové slová**

Spokojnosť zákazníkov, marketing, dotazník, marketingový výskum

## **Keywords**

Customer satisfaction, marketing, questionnaire, marketing research

## **Bibliographic citation**

KORENČIAKOVÁ, T. *Customer satisfaction*. Brno: Brno University of Technology, Faculty of Business and Management, 2020. 120 s. Supervisor of bachelor's thesis Ing. David Schüller, Ph.D.

## **Declaration of originality**

I hereby declare that this bachelor's thesis is originated entirely from me. Information derived from the published work has been acknowledged in the text and references are given in the list of reference. I also declare that I did not breach of copyright in the sense of Act. No. 121/200 Coll. on Copyright Law and Rights Related to Copyright and on the amendment of Certain Legislative Acts.

Brno, 2021

.....

signature

## **Acknowledgements**

First and foremost, I would like to thank my supervisor Ing. David Schüller, Ph.D. for his constructive comments and professional guidance while writing this bachelor's thesis. In addition, I would like to thank my family and close friends for an incredible support and help they provided me with throughout my studies. Finally, I would like to express my gratitude to EWALDS s.r.o. for providing me with necessary materials and for a friendly approach.

# CONTENT

INTRODUCTION .....	11
OBJECTIVES OF THE WORK AND METHODS OF PROCESSING .....	12
1 THEORETICAL PART.....	14
<b>1.1 Marketing .....</b>	<b>14</b>
1.1.1 Marketing management concepts .....	14
<b>1.2 Marketing environment .....</b>	<b>17</b>
1.2.1 Macro environment.....	17
1.2.2 Microenvironment .....	22
1.2.3 Marketing mix.....	25
<b>1.3 SWOT .....</b>	<b>28</b>
1.3.1 SWOT terminology.....	28
1.3.2 SWOT quadrants.....	28
<b>1.4 Customer.....</b>	<b>31</b>
1.4.1 Consumer buying behavior .....	31
1.4.2 Customer satisfaction and loyalty .....	33
<b>1.5 Methods of measuring customer satisfaction .....</b>	<b>35</b>
1.5.1 The Importance – Satisfaction model .....	35
1.5.2 Impact .....	37
<b>1.6 Marketing research.....</b>	<b>39</b>
1.6.1 Preparation stage.....	40
1.6.2 Implementation stage.....	41
<b>1.7 Marketing research methods .....</b>	<b>43</b>
1.7.1 Qualitative research .....	44
1.7.2 Quantitative research .....	46
1.7.3 Questionnaire .....	48
2 ANALYTICAL PART .....	50
<b>2.1 EWALDS s.r.o.....</b>	<b>50</b>
2.1.1 Basic information.....	50
2.1.2 Organizational structure.....	51
<b>2.2 Macro environment .....</b>	<b>52</b>
<b>2.3 Microenvironment .....</b>	<b>65</b>
<b>2.4 Marketing mix.....</b>	<b>72</b>
<b>2.5 Questionnaire .....</b>	<b>78</b>
2.5.1 Questionnaire design.....	78
2.5.2 Questionnaire analysis .....	79



<b>2.6 SWOT .....</b>	<b>91</b>
3 OWN PROPOSALS FOR SOLUTIONS .....	93
<b>3.1 Pre-sales communication.....</b>	<b>94</b>
3.1.1 Proposal for improvement .....	94
<b>3.2 Discount system.....</b>	<b>98</b>
3.2.1 Proposal for improvement .....	98
<b>3.3 Delivery speed .....</b>	<b>101</b>
3.3.1 Proposal for improvement .....	101
<b>3.4 Price.....</b>	<b>104</b>
3.4.1 Proposal for improvement .....	104
<b>3.5 Customer satisfaction research.....</b>	<b>106</b>
<b>3.6 Summary of proposals.....</b>	<b>107</b>
<b>3.7 Time horizon .....</b>	<b>108</b>
<b>3.8 Analysis of risks and proposals for measures to reduce them .....</b>	<b>109</b>
3.8.1 Risk identification.....	109
3.8.2 Proposals for measures to reduce risks .....	109
3.7.3 Cobweb chart .....	110
CONCLUSION.....	111
LIST OF USED SOURCES .....	113
LIST OF GRAPHS .....	116
LIST OF FIGURES .....	117
LIST OF TABLES.....	118
LIST OF ANNEXES .....	120

# INTRODUCTION

Nowadays we live in a digital era where information travels faster than light and although it also brings many drawbacks for everyone including companies, we cannot deny the fact that it ultimately changed the way we perceive the world around us and made everything easier as well.

Thanks to the technology every company on the market is able to get hold of any data they want such as about the growth of their sales, number of people visiting their website or even which country or region they prosper in the best which makes marketing departments one of the most necessary ones. In the end it all revolves around one group of people called customers. Their satisfaction and loyalty are usually a number one priority for firms all around the world.

Market is currently full of various companies offering different kinds of goods and services which means that the pressure is very high. They are trying to make them as unique as possible in order to grasp customers attention and make them choose their company over competitors. What is also very important for the companies is to watch the customer satisfaction and improve it along the way by taking care of their needs and desires, reacting on any recent changes, and mostly making regular research.

EWALDS s.r.o. has been established in 1997 when they started as a wholesaler of cut and pot flowers from Netherlands and other parts of the world however since 2015, they extended their product selection to seasonal and year-round decorations and arranging materials and today they are also selling it to end-consumers because of a very high demand.

As marketing has always interested me very much, I have decided to make an analysis of customer satisfaction and factors having a huge impact on it for a company EWALDS s.r.o. and at the end offer some valuable advice on how to raise its level as I think an analysis of customer satisfaction is majorly contributing to the success of every company.

## **OBJECTIVES OF THE WORK AND METHODS OF PROCESSING**

The primary aim of this bachelor thesis is to propose a set of measures leading to an increase of the level of customer satisfaction of the company EWALDS s.r.o. and removal of any obstacles and problems standing in the way of this firm's success. To ensure a smoother achievement of the main aim, it was necessary to also define the partial aims first of which is performing analyzes of internal and external environment and second conducting own made research by distributing questionnaires among frequent customers thus uncovering their likes and dislikes. These will be helpful in the process of setting the measures. As the company finds itself in the B2B and as well B2C market, it is essential to mention that this bachelor thesis will be focused on end-consumers.

The first part of the thesis will be devoted to the theoretical background of the topic all of which will be derived from a professional literature. It will start off with an introduction to the topic of marketing and followed by the explanation of marketing environment which will consist of three sections – SLEPTE analysis, microenvironment, and marketing mix. Furthermore, I am going to dive in the topic of SWOT analysis, the term customer and customer satisfaction and methods of measuring customer satisfaction. Lastly, I will talk about the marketing research and its methods.

The second part of the thesis will be constructed of theoretical knowledge applied in practice on a previously selected company EWALDS s.r.o. The analytical part will consist of introduction of the company and its members. Next will come the analyzes among which you may find SLEPTE analysis dealing with the external environment of the company, microenvironment dealing with the internal environment and marketing mix. Subsequently I will share the results of the questionnaire survey which were further used to work out an Importance-Satisfaction matrix. This was followed by Shapiro-Wilk test to determine normal distribution of data, then Spearman analysis to

verify a relationship of individual items with the overall satisfaction and finally all the results of the analyzes were summarized in the SWOT analysis showing company's strengths and weaknesses, opportunities, and threats.

In the last part I will describe my own proposals based on pre-performed analyzes. These will have their own economic and time frame, defined responsible person and the end of the work will contain the analysis of the risks related to these proposals.

# **1 THEORETICAL PART**

## **1.1 Marketing**

Marketing may be defined as a social and managerial process or a set of activities, aimed at anticipating, identifying, stimulating, and satisfying needs and desires of an individual or a group. Although there are thousands of definitions, they all contain the same goal of the marketing which is to find the balance between the wants and needs of the customer and a business subject. It derives from the understanding of customer problems and suggestion of solutions to these problems.

### **1.1.1 Marketing management concepts**

According to Boučková marketing management concepts may be expressed as a philosophy of business thinking. It's a strategy that each company or an enterprise uses to achieve the set goals in the market as effectively as possible, usually the goals contain satisfaction of customers' needs in a better manner than the competition, maximization of profit or even increase in the level of sales. This term has a further division into five categories, and these are production concept, selling concept, product and marketing concept and finally societal marketing concept. (Boučková a kol., 2003)

#### **Production concept**

Production concept is one of the oldest managerial concepts which is based on the assumption that consumers will favor products that are not only highly affordable but also available. Efficient production, mass distribution and low costs are key factors which managers of production-oriented businesses are trying to stick with. (Kotler and Keller, 2006)

#### **Product concept**

When it comes to product concept one of the most important aspects that a company should pay attention to is a constant product improvement and innovation. This concept is built on the assumption that customers prefer modern, high-quality products

with operational reliability. It's not always important to have better product than the competition as consumers are also interested in the reasonable price, appearance, packaging of the product, and finally the right distribution so they have the product within their reach.

### **Selling concept**

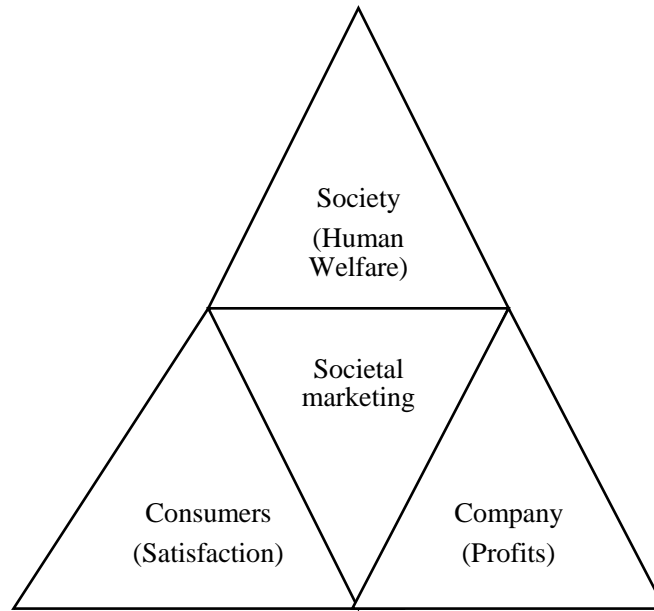
According to Kotler and Armstrong this kind of strategy brings up lots of risks as the company, instead of building long-term, mutually beneficial relationships focuses rather on numerous one-off transactions and by this losing much of the profit. This concept assumes that customers buy products mainly on the basis of strong and diverse sales support and is widely used with products and services that customers do not search for that often. One of the great examples offered was an insurance or an encyclopedia. (Kotler and Armstrong, 2004)

### **Marketing concept**

Customer is the primary interest when it comes to marketing concept and it is based on the philosophy "sense and respond" instead of the old philosophy "make-and-sell" which ruled in almost each company until the mid-1950s. Its job is to find the right product for customer's needs not the other way round and it believes that achievement of organizational goals happens when a company becomes more effective than competitors in the following things: creation, delivery and finally communication of superior customer value to its target markets. (Kotler and Keller, 2006)

### **Societal marketing concept**

Societal marketing concept is out of all 5 concepts the newest and holds that the company must satisfy customers' needs and desires in a better manner than the competition while considering company's requirements, consumer's, and society's long-term interest. (Kotler and Armstrong, 2004)



**Figure 1: Three pillars of societal marketing concept**

(Source: Own work, 2020)

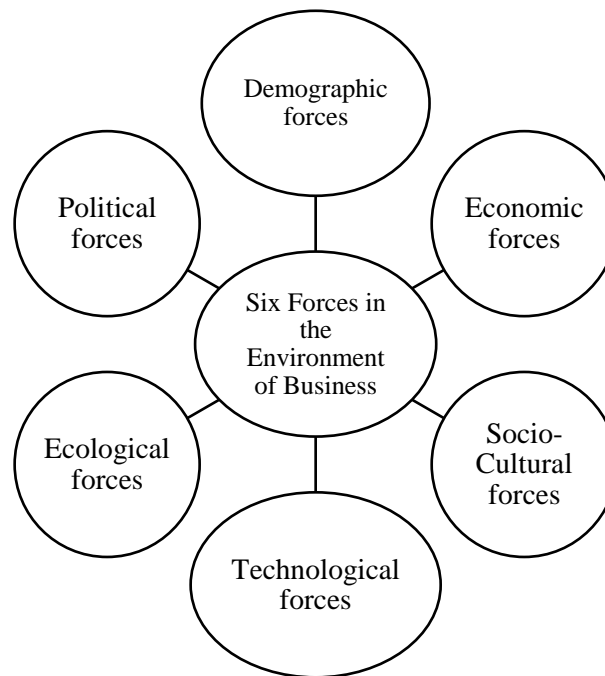
## **1.2 Marketing environment**

The environment is dynamic as it always changes and determines the conditions for the existence of the entity at a given time. It includes forces that affect a company's ability to develop itself, maintain fruitful relationships with target customers, as well as successful transactions. In the environment, business enterprise interacts with other subjects that are also part of it and as the environment changes, the business enterprise changes itself and its approach to market along with it. There are several methods that help the company to find out about the most useful information about forces of the environment in order to be able to react adequately to possible changes in it. These can be according to Zamazalová e. g. SWOT analysis or a situational analysis. The business enterprise actively affects only certain parts of the environment and these belong to microenvironment. The ones that cannot be influenced by the enterprise belong to macro environment. (Zamazalová, 2009)

### **1.2.1 Macro environment**

Macro environment also defined as unexpected effects of the company's outer environment has a huge impact on company. It constantly influences its activities and that is why the company is trying to flexibly adapt as it does not have the power to influence it back in any way. Variability equals lots of new changes which means that if new opportunities pop up, for some companies it may mean success but for the others it may mean unthinkable threats. Macro environment consists of demographic, economic, socio-cultural, technological, ecological and political forces. (Kozel a kol., 2006)





**Figure 2: Six Forces in the Environment of a Business**

(Source: Own work, 2020)

### **Demographic forces**

We tend to monitor the basic quantitative demographic categories of the population as well as individual families because they are the ones who create markets and essentially each company's target markets. The information derived from these demographic categories is the basis for creation of segments. These categories include:

Changing size and age structure – on one hand bigger population means higher demand but on the other it brings more competitors as well, when it comes to age, Europe (and the USA) is facing aging population, therefore companies may focus on producing goods more fitting for older people.

Population density and migration – increased population density in a particular region/area may have a very beneficial affect for a company as it increases concentration of potential buyers, when it comes to migration it has a huge effect on location and nature of demand as the place people can be reached has changed and so did their needs because of the changed situation.

Character of families and households – in Europe there is a decrease in a number of newly established families and an increase in divorces which has an effect on traditional industries such as sale of white goods (washing machines, refrigerator) or goods for newborns (strollers)*racial and national structure* – important for companies producing goods/services for foreign countries/customers. (Kozel a kol., 2011; Kozel a kol., 2006)

### **Economic forces**

Economic environment is known as complex of trends and tendencies signifying business opportunities for a company. Not only it influences purchasing power which highly depends on economic conditions of individuals and companies but also expenditures of population. There are several indicators that provide us with information about the purchasing power in the country, some of which may be:

Unemployment rate – if the unemployment rate suddenly rises, the purchasing power will decrease as people will have no money left out for buying extra goods/services. The level of population's income and thus its purchasing power are affected by several things such as average wage, raising minimum wage, state social support benefits and other.

Inflation – is simply a rise in general level of prices where a unit of currency buys less compared to prior periods, basically money is slowly losing its value. Inflation therefore demonstrates a decrease in purchasing power of a nation's currency. Stable financial and economic environment is created by low inflation level.

Availability of loans – company's expansion or coverage of operating losses is as well dependent on availability of loans that it why it is so crucial for a company to know about them.

Tax issues – last but not least comes the tax issues topic which is very tightly connected to both, companies and consumers. This connection is demonstrated not only in outputs in case of direct or indirect payments to the Treasury but also in inputs in case of cargo changes. (Kozel a kol., 2006)

**Political forces**

National and international politics significantly influence the market situation on the other hand it is the legislation that creates the conditions for doing business. Legislation is a system of laws, decrees and regulations which are used by the state to protect societal interests, consumers, and producers. They define certain safety, quality, economic, health and finally environmental requirements. Sometimes it is not only state that interferes with business in the country as it may be replaced by certain interest groups such as consumer protection association or other environmental movements which are the holders of fundamental society requirements.

If the company happens to disrespect the legislation, it will be harmed either by high financial fines or by bad reputation which may be a much worse punishment from the marketing point of view as it will jeopardize the credibility of the company which equals loss of customers and business partners. (Kozel a kol., 2006; Boučková, 2003)

**Ecological/Natural forces**

Over the last decade the deterioration of natural environment has been a deeply discussed topic globally. Everyone has noticed the rising temperature and strange weather shifts however in some cities it has come to much bigger problems such as air and water pollution reaching dangerous levels. As a consequence of being negligent for so many years we are now facing severe issues such as “greenhouse” gases in the atmosphere as a result of burning of fossil fuels, depletion of the ozone layer caused by certain chemicals and in addition growing shortages of water. As a result of these issues rising, several conservation groups have pressed for public action to reduce industrial pollution. This caused a change in regulations which hit certain industries such as steel companies, public utilities, auto and soap industry very hard. All of them had to adjust to these regulations in some way and that had cost them billions of dollars. People hope that these industries will adopt practices that will protect natural environment. (Kotler and Keller, 2006)

**Socio-cultural forces**

Purchasing power is affected by society in a major way as people even unconsciously absorb a worldview which defines several aspects of their lives such as their relationships to themselves, to others, to organizations, to nature, society and indeed universe. Society has the power to influence and shape beliefs, norms and values which then define people's tastes and preferences. (Kotler and Keller, 2006)

One of the examples of a change in consumer behavior is the shift from the traditional way of shopping to online. People nowadays have all the goods at the reach of their fingertips by just switching on their smartphone and typing into google search whatever they are searching for. They are able to buy goods not only from domestic sellers but also from the foreign ones which however may negatively affect the businesses inside the country, thus the purchasing power. On the other hand, during a crisis such as the one we are going through now due to Covid-19 it might save a lot of people's jobs therefore again affects the purchasing power of a population.

### **Technological forces**

Technology has been a blessing but at the same time a curse for people all around the world. When used with good intentions we have been blessed by wonders such as open-heart surgery, penicillin and access to unmeasurable amount of information on the World Wide Web however when used with wrong intentions we ended up releasing things such as hydrogen bomb, nerve gas and submachine gun. According to Kotler and Keller, technology is sort of a "creative destruction".

*"Transistors hurt the vacuum tube industry, xerography hurt the carbon paper business, autos hurt the railroads, and television hurt the newspapers." (Kotler and Keller, 2006)*

Many industries fail to go hand in hand with the newest innovations in technology as they prefer to stick with the old methods however it usually has a negative effect on them and their businesses end up declining.

New technological innovations have an effect as well on a purchasing power e. g. the contraceptive pill caused a decline in newly established families, led to higher number

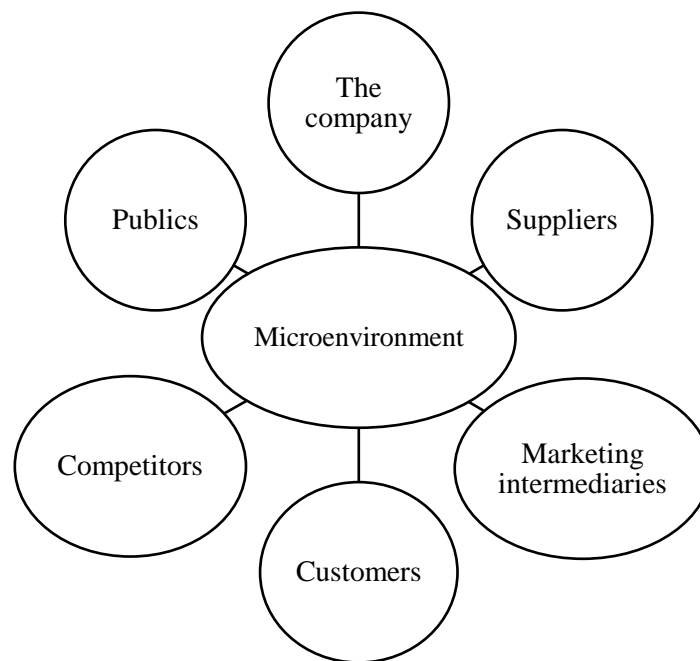
of working wives and greater net incomes. Therefore, there was an increase in expenditures on vacation travel, durable goods and luxury items.

The marketer should monitor 4 trends in technology:

- The pace of change
- The opportunities for innovation
- Varying R&D budgets
- Increased regulation

### 1.2.2 Microenvironment

Microenvironment is determined by factors or elements in company's immediate area of operations directly affecting its ability to meet customer needs and desires. These factors which are as follows business entity, competition, suppliers, marketing intermediaries, customers and public have a huge influence on company's business operations. (Kotler and Armstrong, 2004; Zamazalová, 2009)



**Figure 3: Microenvironment**

(Source: Own work, 2020)

## **Business entity**

Business entity itself is an integral part of the marketing microenvironment. The functioning of the corporate departments and their cooperation together with influence from the environment give the company meaning of existence. The ability of the business entity to orientate in the environment, sell goods or services based on the customer's needs, having a proper financial background and the ability to develop itself is what makes it successful.

## **Competition**

The ultimate goal of companies is to stay on the market and succeed in the fight against the competition as the market nowadays is oversaturated by various firms offering similar products/services and the number of customers is limited. In order for a company to always stay in the picture for a customer is to make regular analyses of their competition because if the company's product range is very similar to the one that the competitor offers, in the end it all comes down to a price war which is highly unrecommended by many marketing experts. Therefore, the solution here might be to differentiate. (Zamazalová, 2009)

## **Suppliers**

Suppliers are the firms or individuals who provide us but also other companies in our industry e. g. our competitors with resources such as raw materials or semi-finished products necessary for further activities. To ensure competitive advantage or at least have the same conditions as your competition it is crucial to maintain correct long-term relationships with suppliers. These are good to keep as well for ensuring that the resources will be delivered on time thus lowering the risk of postponing further production. Another possibility of lowering this risk is a cooperation with higher number of responsible, regular suppliers. (Kozel a kol., 2006)

## **Marketing intermediaries**

Distributors are firms, organizations and individuals who help companies in physical distribution and sales, and these enter in between the seller and consumers. According to Kozel we can divide distributors into 3 categories. Firstly, there are companies which offer physical distribution, and these are storage and transport companies. Secondly, there are intermediaries or in other words representants of the company who are luring customers to buy from the company. Finally, there are traders who buy goods from the company to use it in further production and after selling it to the end customer.

## **Customers**

Most of the companies try to analyze their customers as it is the key factor around which everything revolves. To satisfy customer's needs and wishes a company needs to know the customer a little bit deeper as to *what* he likes to buy, *where* and *when*. Basically, find the "average" customer of their goods/services. Customers are also put into few categories such as consumers, producers, traders, state, or even foreign customers. (Kozel a kol., 2011)

## **Public**

Public is a part of the closer surroundings of the company also called *interest groups* who have a significant influence on company's actions without a business relationship with the company or its market. It is very crucial for companies to maintain correct relationships with these groups therefore it uses a special tool called *public relations* that monitors public attitude and spreads positive information about the company. Public entails groups such as financial institutions, media, government institutions, civic associations and organizations and general public. (Zamazalová, 2009; Kozel a kol., 2006)

### 1.2.3 Marketing mix

Marketing mix may be expressed as a set of actions or tactics used by a company to promote its brand or product on the market. The typical one consists of 4 elements which are as follows:

- Product
- Price
- Place
- Promotion

The one, more developed also contains people, process and finally physical evidence, however in this part I am going to break down only the 4Ps.

#### **Product**

It is a physical item, or a service proposition developed by a company to offer to the market for the purpose of gaining profit from selling it. Developing something that people need and desire is the key point otherwise there is no interest in the product thus no demand for it as well. In the statement below Kingsnorth emphasizes to avoid one major mistake that some entrepreneurs do as it many times causes failure in the selling process, see below.

*“Some businesses begin with the product and then try to force that on an audience.”*  
(Simon Kingsnorth, 2019)

There are few questions that entrepreneurs should ask themselves before launching any product:

- Does the product provide a real value to the customer?
- Is there anyone who would have a need for it?
- Is it differentiated from the offerings of the competitors?
- Is it being updated, serviced and maintained effectively to keep it strong?
- Are there any features that may be added?



- Are there any that should be excluded?

## **Price**

What is important to keep in mind when thinking of a price for the product that the company wants to sell is whether whether customers will be willing to pay the amount of money in exchange for the offered product. When customers are comparing products with the same price from two different companies, there are many factors which play a huge role in their decision-making and these are brand value, online reviews, product quality and more. (Simon Kingsnorth, 2019)

There are two things that may happen that will cause failure when establishing a price. Firstly, if a company puts a lower price for the product that people would be willing to pay more for, customers might start thinking there is something wrong with the product as it usually costs more when looking at company's competitors which will ultimately lead to lower sales thus lower profit. Secondly, if a company puts higher price than people would be willing to pay for the product, another problem arises. If the product is not different in any way from other brands, simply it has no added value, except it is for a higher price, people will automatically shift to competition as they will not be willing to pay that much for the product. This will again lead to lower sales thus lower profit. (Kotler, 2003)

## **Place**

Location is another part of the marketing mix which could have a significant impact on the level of company's sales. It may also be described as how and where your product is bought. Finding a right place is a vital activity which leads to reaching the right target audience at the right time. To make the product the most visible entrepreneurs should avoid three main things:

- Building the shop on the wrong place
- Having the shop in the right place, but not having the stock
- Having the product in the shop in the best location, but not displaying it correctly

## **Promotion**

The first time when people will notice or have a relationship with a certain brand is through a promotion which contains TV campaigns, press advertising, display banners and other forms of advertising. Promotion is the first thing that customers imagine when hearing a word marketing. There are two types of marketing and these are: above-the-line and below-the-line.

Mass market advertising falls under the above-the-line marketing and its purpose is to either build a brand or bring certain promotional messages to a wide audience. Channels used for this are TV, radio, press, display advertising or outdoor. Below-the-line marketing on the other hand focuses on adjusting your communications to individuals and segments for the purpose of providing a more powerful message. Channels used in this case are SEO, direct mail, paid search, e-mail or direct selling. A golden middle road called through-the-line marketing is a unified approach which links the above and below-the-line marketing methods. (Simon Kingsnorth, 2019)

## 1.3 SWOT

### 1.3.1 SWOT terminology

SWOT analysis contains its own vocabulary or so-called jargon. There is one word “factor” which occurs quite often and may be described as a relevant data or information. SWOT analysis, which task is to record *input factors*, is a framework which gathers these crucial data and information and inserts them into a table consisting of four boxes. All of them must have a supporting documentation and usually are organized in a form of bullet-points.

These factors are divided into two groups. First group consists of *internal factors* over which a company has a power thus can influence them. However, the other group contains *external factors* over which a company has little or no control. They are as well divided based on what effect they have on the company. *Helpful factors* are assisting company's success, but *harmful factors* are doing quite the opposite which is impeding and blocking the success.

**Internal factors** – are strengths and weaknesses

**External factors** – are opportunities and threats

**Helpful factors** – are strengths and opportunities

**Harmful factors** – are weaknesses and threats (Alan Sarsby, 2016)

### 1.3.2 SWOT quadrants

Nadine Pahl and Anna Richer describe the purpose of this tool shortly below:

*“The aim of the SWOT analysis is to evaluate and align a company's strengths and weaknesses with the opportunities and threats to generate strategic alternatives.”*

(Pahl and Richer, 2007)

## **Strengths**

Strengths are capabilities of a company which are in some way special meaning activities that a company does particularly well and distinguish it from its competitors. We may define Strengths as an internal asset of the company which could be in a form of expertise, motivation, finance, business model and more. Strengths include factors that support opportunities and overcome threats.

## **Weaknesses**

Weaknesses also known as internal deficits of the company are characteristics that prohibit the company from performing well. These deficits take a form of problems in skill shortages, low reputation, long delivery times or even lack of motivation and result in a company not being able to meet its demands therefore they need to be addressed as soon as possible. There are few questions that need to be answered in order to eliminate these Weaknesses such as:

- What could the company improve to become better than the competitor?
  - What activities in the company are done badly?
  - What are the things that separate us from success and should be avoided?
  - Are there any deficits that set our company back from meeting its demands?
- (Sabbaghi and Vaidyanathan, 2004)

## **Opportunities**

Opportunity is a set of circumstances, an advantage or even a driving force that makes it possible for somebody to do something they want. In the context of a company, it may mean a convenient time to achieve a certain goal. When it comes to Opportunities, we may define them as the external and helpful part of the SWOT analysis because they bring positive things to the company. They examine the outside environment of a company and can come in two forms, tangible such as new products or intangible such as enhanced reputation. (Emet GÜREL, 2017; Alan Sarsby, 2016)

*“Opportunities are conditions in the external environment that allow an organization to take advantage of organizational strengths, overcome organizational weaknesses or neutralize environmental threats” (Harrison and St. John, 2014)*

## Threats

Threat refers to a disadvantageous situation or a condition that negatively affects activities of a company thus should be avoided. Threats belong under the external harmful part of the SWOT analysis and arise as a result of changes in the distant or the immediate environment of a company. Unlike Opportunities, Threats are not favorable for the company as they prevent the company from achieving organizational goals, may lead to losing its superiority over its competitors or even hinder the company from preserving its existence. Companies should be careful and act more strategically especially nowadays when the modern world order involves a lot more opportunities and threats as a result of globalization. (Emet GÜREL, 2017)



**Figure 4: SWOT analysis**

(Source: Own work, 2020)

## **1.4 Customer**

Customers, otherwise known as buyers or clients, are people who choose from among a selection of products (which can be in form of goods, services or ideas) and various suppliers from whom they can obtain them. Customers receive these products in exchange for an agreed price which results to both sides being satisfied, the seller because he receives a monetary reward and a customer who receives a desired product. (Hinson and team of authors, 2019)

Customers are a crucial part of the business because they decide about company's success, failure, or its existence. What is important for businesses is to shift from being focused on production to being focused on gaining a customer. Nowadays customers have access to more information than any time before thus they are more demanding when it comes to choosing between companies and their offers. They have less time and an enormous selection of products/services to choose from. Therefore, companies should perceive customers as financial assets. These assets should be properly managed and maximized in the same way any other assets are. According to Kotler, customers represent the most valuable asset of a company. (Kotler, 2003; Zamazalová, 2009)

### **1.4.1 Consumer buying behavior**

Consumer buying behavior refers to the decision processes and acts of final consumers involved in buying products. This includes individuals and households all over the world buying goods and services for personal consumption. Each consumer is part of the so-called consumer market which is quite diverse as these people differ enormously in variables such as age, income, education level and tastes. (Kotler and Armstrong, 2010)

There are several reasons marketers try to understand consumer buying behavior. One of the most important ones however has a huge impact on the company's success and it is the overall opinions and attitudes of customers towards the company's products. Another reason may be that by analyzing and identifying factors affecting purchasing

behavior of consumers marketers will be in better place predicting consumers' reactions to marketing strategies.

### **Decision process**

Consumer's decision process is composed of five stages:

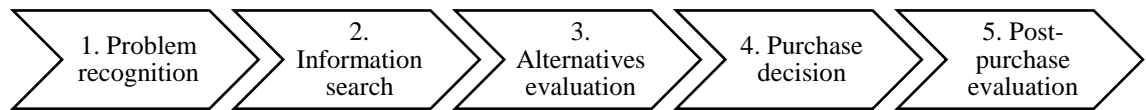
Problem recognition – Problem recognition happens either when a consumer is unaware of the problem and marketers point it out or he becomes aware of one by comparing the actual condition with the desired one.

Information search – Information search happens if the consumer decides to fulfill the need and starts searching for the information about a product that would solve his/her problem.

Evaluation of alternatives - After a proper search for the information the consumer ends up with a few alternatives which together form a group called consideration set. In order to choose the right product for themselves they will use evaluation criteria which consist of two things: objective characteristics under which falls for example a size and subjective characteristics part of which is for example a style.

Purchase – Based on what result comes out of the evaluation of alternatives consumer buys a product with the most benefits. What might influence the purchase is as well the availability of the product, the choice of the seller, then it is the price, delivery, warranties, maintenance and more.

Post-purchase evaluation – Post-purchase evaluation is a process which happens after a purchase of a certain product when a customer assesses whether he is satisfied or dissatisfied with the purchase. What matters are the customer's feelings after the purchase as they determine whether he will return and what reviews about the brand he will spread among his/her close friends and family. (Pride and Ferrell, 2017)



**Figure 5: Overview of the Consumer Decision-Making Process**

(Source: Own work, 2020)

There are certain influences that majorly effect consumer decision-making and these are divided into social, situational and psychological.

**Table 1: Possible influences on the decision process of a customer**

<b>Situational</b>	<b>Psychological</b>	<b>Social</b>
Physical surroundings	Perception	Roles
Social surroundings	Motives	Family
Time	Learning	Reference groups
Purchase reason	Attitudes	Opinion leaders
Buyer's mood and condition	Personality and self-concept	Social classes
	Lifestyles	Culture and subcultures

Source: Own work according to Pride and Ferrell, 2017

### 1.4.2 Customer satisfaction and loyalty

**Customer loyalty** is a strategic imperative for firms as it ensures repeated purchases, lower price sensitivity from the customer's side and as well lower possibility of switching to a competition thus leading company to sustainable competitive advantages and financial outcomes. Naturally, customer loyalty can be expressed as an emotional attachment or a positive attitude of a customer towards a certain brand or a company. Brand can reach customer loyalty through effective brand awareness and brand image management. Although customer loyalty is very crucial for brands, it is the customer satisfaction that leads the way to it. Therefore, in order to achieve one, the other cannot be ignored. (Yagüe Guillén and Rubio, 2019)



## **Customer satisfaction**

*“In general, satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations.” (Kotler and Keller, 2006)*

Simply, if the expectations exceed the actual performance the customer ends up disappointed. If the expectations equal the performance the customer usually tends to be satisfied. Finally, if the expectations are lower than the performance customer winds up highly satisfied. (Kotler and Keller, 2006)

Customer satisfaction plays a critical role in company's success. Customers are the key element which keeps the company running and helps with its development on the market. Companies are in constant battle of winning customer's attention and in order to face the competition they must bring a special and valuable offer to customer to satisfy their needs and desires. It is good to keep in mind that it is not only the feelings during the process of purchase which are important. Crucial parts are as well the atmosphere before and after the purchase. (Biesok and Wyród-Wróbel, 2011)

Satisfied customers bring many benefits to the company such as they are likely to spread a positive word-of-mouth about the brand to others thus encouraging them to buy the product as well, be less sensitive to price, repurchase company's products any time necessary, become loyal – raving fans, change the frequency of use and more. (Franziska Krüger, 2015)

## **1.5 Methods of measuring customer satisfaction**

Why is it so important to measure customer satisfaction? The answer is **customer decay**. Most businesses do not even realize that the yearly loss of customers of an average business is 10 to 30%. Instead of searching for which customers, when and why they were lost, they rather focus on strategy of obtaining more of them to balance it out. In the end this approach turns out as even more costly than keeping the current base of customers.

According to Nigel Hill and Jim Alexander these companies are like buckets that have a hole in the bottom. Although the managers are pouring more and more customers from the top, the ones on the bottom are draining away. The problem is that once the prospect becomes a customer, they stop their marketing efforts thus metaphorically put a firm lid on their business growth. On the other hand, there are businesses which do know how to handle the situation after the conversion of a prospect into a customer. They do not see the customer as a one-time revenue, but rather as multiple-time revenue therefore they focus their marketing strategy mainly on customer retention. They are aware of the fact that by using this strategy their results will rise exponentially. These companies put a huge emphasis on measuring customer satisfaction to find out what the customers are satisfied with and in contrast what they are not satisfied with. Based on these data they are continually fixing the problems thus increasing customer satisfaction and making customers come back again to do a business with them. (Hill and Alexander, 2006; Allan Dib, 2018)

### **1.5.1 The Importance – Satisfaction model**

One of the simplest but very effective graphical tools of measuring customer satisfaction is an Importance-Satisfaction model which is used to determine accurately the customers' requirements and the level of their satisfaction. Based on the outcome company finds out the attributes that call for improvement. This model consists of two dimensions which are horizontal and vertical. Horizontal dimension shows a level of importance of a particular attribute of a service. Vertical dimension shows a level of

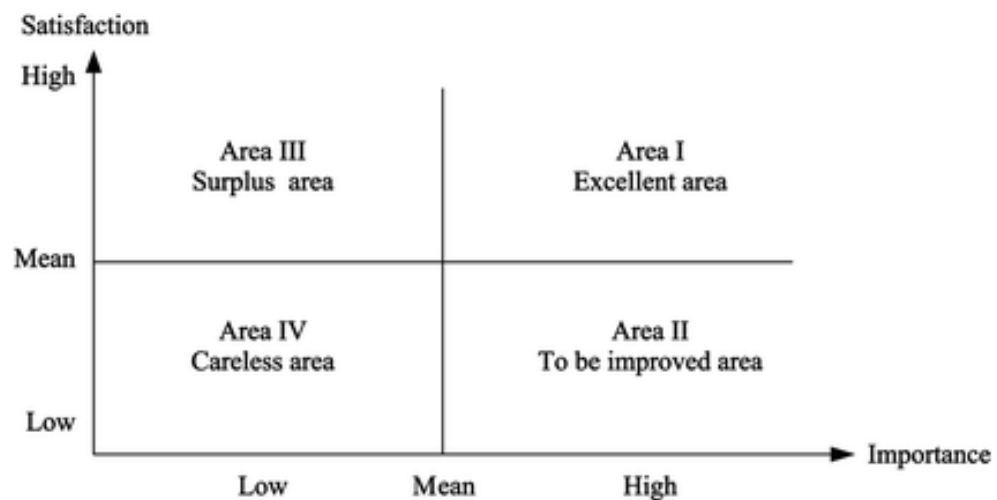
satisfaction of that specific attribute. In this manner four quadrants came into existence:

Excellent area - introduces the attributes which are recognized by customers as very important in addition the output is satisfactory as well.

To-be-improved area - presents attributes that are recognized by customers as important however the current output does not fulfill customers' expectations thus need an enhancement.

The surplus area – carries attributes which hold no importance in customers' eyes nonetheless the company's output regarding them is satisfactory. According to Christos Frangos this is the area in which a company can make certain reductions, in case it needs to decrease its costs, as it will do no harm to the quality of service.

The care-free area – presents attributes which are neither recognized as satisfactory nor important which simply means that the company does not need to care about this area, hence the “care-free area”, because it has a very small influence on the quality perceived by customers. (Christos Frangos, 2009)



**Figure 6: Importance - satisfaction model**

(Source: Shun-Hsing Chen, Fan-Yun Pai, and Tsu-Ming Yeh; 2019)

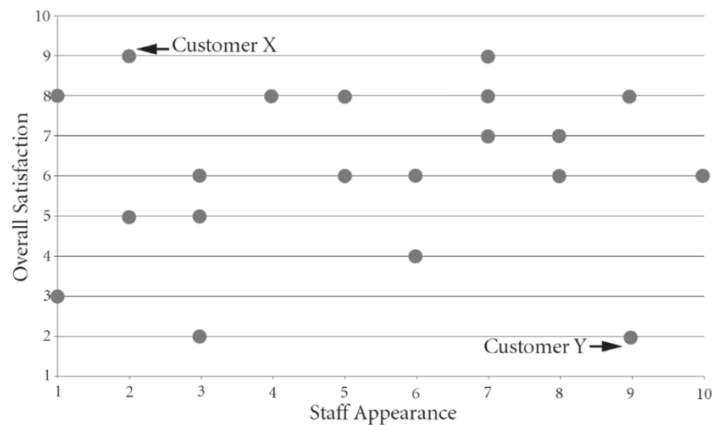
## 1.5.2 Impact

There are certain factors so called "givens" which are very important to customers however do not make a significant impact on how the customer judges the organization as a whole. In contrary, "derived importance" is an impact which emphasizes factors that are an absolute priority for customers, and which essentially place a significant impact on how the customers assess and choose the brand.

### 1.5.2.1 Measuring Impact

Statistical method called **correlation** identifies those aspects of a company's performance that are the most connected to customer's overall opinion. To conduct such analysis, the questionnaire must involve a question (on a same numerical scale that was utilized also for previous questions) asking about customer's overall satisfaction with the brand. The data derived from the overall satisfaction question is then correlated against the customers' satisfaction scores for all the other parameters. "Correlation coefficient ", which is defined as a number between 0 and 1, is the output of the conducted correlation.

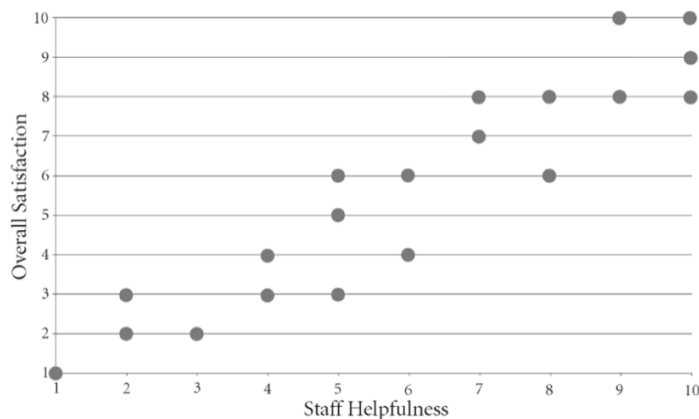
The first graph below displays a low correlation in a purely hypothetical example. The overall satisfaction with the company and the satisfaction with staff appearance was evaluated by 20 customers, and we may see that it makes a very small impact on the overall satisfaction of customers as it achieved a low correlation coefficient of 0.1. When we examine the scatter plot more deeply, we may see that the customer Y might not have been satisfied overall with the brand thus scoring 2 out of 10 for overall satisfaction however had nothing against the appearance of the staff therefore rating it 9 out of 10 for this parameter. On the other hand, customer X had a different point of view as he scored 9 out of 10 for the overall satisfaction with the brand but only 2 out of 10 for the appearance of the staff. From the Figure 8 we may derive that staff appearance makes a very small impact on customers' overall satisfaction with the brand because based on the correlation coefficient of 0.1 we may see that these two variables have no relationship between each other.



**Figure 7: Low Correlation**

(Source: Nigel Hill, 2007)

In the second graph on the other hand, we might experience a different sort of situation as the staff helpfulness achieved a coefficient of 0.9 which indicates a high correlation between these two variables displayed below. Almost all 20 respondents answered the same way, meaning gave these two parameters similar scores. In conclusion, staff helpfulness has a truly high impact on the overall opinion of customers on the brand. (Nigel Hill, 2007)



**Figure 8: High Correlation**

(Source: Nigel Hill, 2007)

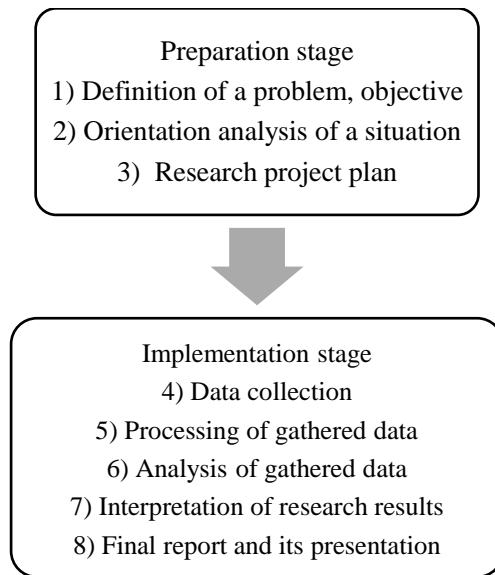
## 1.6 Marketing research

*“Research in general connotes a systematic and objective investigation of a subject or a problem in order to discover relevant information or principles.” (Smith and Albaum, 2005)*

*“Marketing research can be defined as the function that links the consumer, customer and public to the marketer through information – information used to identify and define marketing opportunities and problems; generate, refine and evaluate marketing actions; monitor marketing performance; and improve understanding of marketing as a process.” (Babin, D'Alessandro, Winzar, Lowe, Zikmund, 2020)*

The main characteristics of the marketing research is its uniqueness, high informative value and finally timeliness of the obtained information. Marketing research should be performed in a creative way and the researchers should always look for new methods of solving the problems. Researchers should also give priority to using more methods and gathering information from several independent sources when solving the problem. (Kozel a kol., 2011)

Each marketing research is one-of-a-kind because of being influenced by different factors which result from various examined problems. Nevertheless, each of them contains two main stages which are in logical order. At first there is the preparation stage which is then followed by implementation stage. These stages consist of several steps which are closely connected and mutually conditioned. (Kozel a kol., 2006)



**Figure 9: Process of marketing research**

(Source: Own work according to Kozel a kol., 2006)

### **1.6.1 Preparation stage**

Definition of a problem and objective of a research - Definition of a problem is one of the hardest steps of the whole marketing research process. The correct definition of a problem and objective leads to saving a lot of financial resources and time. The manager needs to have a knowledge of the issue which he wants to solve with this research in advance. The research problem is then derived from the problem put forward by the manager. Defining the research problem explains the purpose of the research and defines its goals. The purpose then answers the question of why the research should be carried out.

Orientation analysis – Situational analysis is conducted in informal way by researchers in order to find out what information is available for the solution of the already specified problem. Based on the findings they are able to better define the problem and choose what other information will and will not be needed during this research. Researchers are using several ways of acquiring the information one of which is contacting informed people meaning people familiar with the environment of the

company as well as the problem being solved by the research. Another way is by searching in literature or looking for answers from the company's competitors.

Marketing research plan – Marketing research plan also known as the plan of the implementation and control of the research is the final phase of the preparation stage. It should be written concisely, precisely and focused on description of practical activities rather than theory. Marketing research plan is a document which not only describes all the important activities conducted during this whole research process but as well it is a basis for an agreement between the parties involved which specifies the problem-solving method. This plan also specifies:

- Types of data collected
- How they will be collected (methods, techniques, patterns)
- Methods of their analysis
- Research budget
- Identification of specific tasks for individual workers
- Elaboration of a timetable of all the activities
- Controlling of the plan (Kozel a kol., 2011; Kozel a kol., 2006)

### **1.6.2 Implementation stage**

Data collection – This phase is based on own collection of all the required data. Major change that is happening here is involvement of new coworkers for data collection and these are observers, interviewers, moderators and operators. In addition, appropriate facilities should be prepared for them mainly information service and sufficient background. Afterwards they have to attend introductory training and then be assigned individual tasks. During their fieldwork they are being constantly controlled by which they are kept motivated to conduct the work in a required quantity but mainly quality.



Data processing – After collection of all the necessary data we must check and adjust them before conducting an analysis. There are two types of checking. First one conducted is completeness and legibility check which is followed by the second one that is logical check. Part of the data processing is as well classification and coding of the data. Last step is a technical processing which is based on inserting the data into a computer. These are then processed by using statistical methods.

Analysis of the data – In this phase it begins with statistical and graphical description of the data and afterwards it comes to analysis of the data. Starting off with analyzing the results of each question (variables) and moving on to in-depth analyzes which examine the responses of several questions together or individual groups of the respondents. We gradually determine the frequency of detected responses; position, variability and distribution of the examined features; dependencies between variables.

Interpretation of the results – Interpretation of the results consist of two vital parts which are transfer of the results of the analysis to the conclusion and recommendation of the most suitable solution to the examined problem. Checking the accuracy of the data obtained from analysis is a crucial process which must be carried out before stating own suggestions. The aim is to find out whether the conclusions of the analysis are in the context of the research problem and the aim of the research so that researchers can propose specific solutions for them.

Final report and its presentation – The only materialized result of conducted marketing research, perceived by the manager, is a presentation of the research outputs and a proposal of solutions of the problem which takes a written form. Through the final research report the manager receives a structured information on the assignment, course, outputs of the research and recommendations derived from them. (Kozel a kol., 2011; Kozel a kol., 2006)

## 1.7 Marketing research methods

Information may be divided into **primary** and **secondary** depending on the uniqueness and timeliness. Based on what kind of information we are looking for; methods of research are also divided into primary and secondary research. Secondary information is usually searched for as the first option, in case of situational analysis, in order to find out whether the problem can be solved without using any more difficult and more expensive ways of acquiring primary data. In most cases there is usually enough cheaper and quicker to be acquired relevant secondary information therefore there is no need to rush into primary investigation.

When it comes to methods of research, firstly we could start with the secondary research (which is based on the data already published) and its systematic approach which is conducted in the following several steps:

- Defining data needed
- Selecting data available from internal sources
- Determining external sources of data
- Evaluation and check the accuracy and suitability of the data
- Defining primary data needed for the next stages of research

Primary research on the other hand is based on collection of data carried out for the first time and its purpose is to answer specific questions of an exactly defined problem. (Kozel a kol., 2006)

**Table 2: Advantages and disadvantages of secondary and primary research**

<b>Types of research</b>	<b>Advantages (+)</b>	<b>Disadvantages (-)</b>
<b>Secondary research</b>	<ul style="list-style-type: none"><li>• cheap</li><li>• available</li><li>• immediately usable</li></ul>	<ul style="list-style-type: none"><li>• obsolete</li><li>• unreliable</li><li>• not applicable</li></ul>
<b>Primary research</b>	<ul style="list-style-type: none"><li>• applicable</li><li>• specific</li><li>• accurate</li></ul>	<ul style="list-style-type: none"><li>• expensive</li><li>• longer</li><li>• not usable immediately</li></ul>

Source: Own work according to Kozel a kol., 2006

Terms "**qualitative**" and "**quantitative**" are often used by researchers to divide research methods into those that deal with understanding of the subject and those that involve measuring.

According to Goodyear there are four differences between qualitative and quantitative research methods, and these are:

- Type of the problem, which is solved
- Methods of selection
- Methods and style of data gathering
- Approach to analysis and techniques of analysis (Hague, 2003)

### **1.7.1 Qualitative research**

Qualitative research deals with phenomena that takes place in the mind of a consumer such as motivation, acceptance and processing of information, perception processes, decision processes and more. In this method of research only a small number of interviewers and focus on the quality allows research consultant collect majority of

data personally. One of the strong attributes of the qualitative research is the inclusion of highly experienced and skilled professionals who highlight information and creatively turn it into results. There is not a strict rule about the size of a sample however majority of experts claim that 30 and less respondents ensures a qualitative work. (Boučková, 2003; Hague, 2003)

### **Methods of qualitative research**

Observation - mentioned under the section "Methods of quantitative research" in the chapter Quantitative research.

Focus group - Focus group is a technique borrowed from the department of psychotherapy which discovered that people are willing to open if they are part of a small group. In these groups participants constantly inspire each other. After some time passes, participants start mutually finishing each other's thoughts and the connection between them results in more support and revealing of themselves. In case of Europe this group consists of 6-8 participants and the purpose of these groups is penetration to the heart of the matter and understanding of a problem.

In-depth interview - The term "in-depth" indicates that the dialogue takes longer time meaning half an hour to hour, is unstructured and face-to-face. During in-depth interviews respondent needs to reach a little bit deeper for the answer, atmosphere is relaxed, and the interviewer discovers facts and ideas more easily. The dialogues are usually recorded on a tape. As the sample in this case is quite small, the typical representative of a target group needs to be chosen carefully.

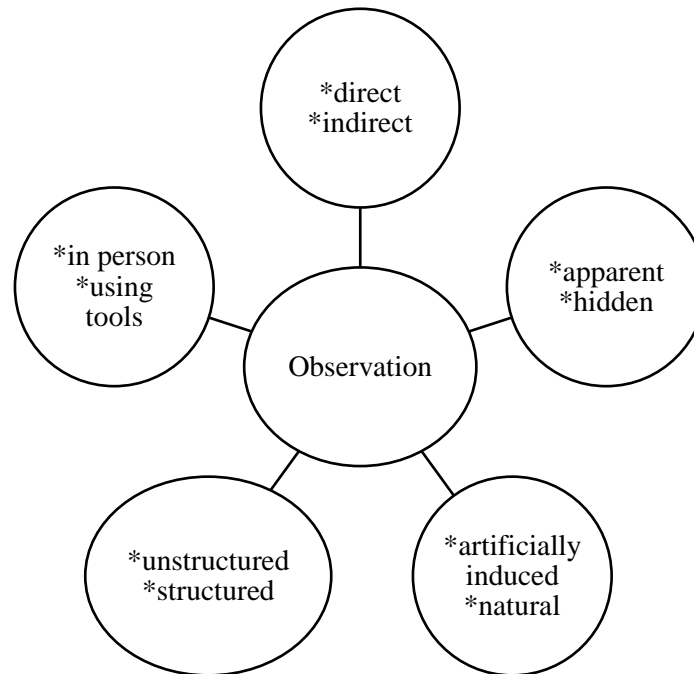
Project interrogation techniques - These techniques are used in both focus groups and in-depth interviews and their purpose is to overcome communication barriers between the respondent and the interviewer which might be the cause of the feeling of embarrassment, hypersensitivity or inability to answer. Among some of the techniques belong indirect question, word associations, visualization, analogy and other. (Hague, 2003)

### 1.7.2 Quantitative research

Quantitative research measures the aspects of the market or consumer population that create the market. This type of research is based on selection methods which assume that collected data may represent selected population or region. These data provide the basis for creating an overall picture. The purpose of quantitative research is simply to acquire measurable numerical data. Usually, researchers work with a large number of respondents. (Hague, 2003)

#### Methods of quantitative research

Observation - Observation usually takes place without a direct contact between the observer and observed. In case of observation the observer watches how people behave, what they feel and more. Here we tend to collect registration data. Observation has, like anything, its advantages and disadvantages. **Advantage** might be that it's not dependent on the willingness of the observed person to cooperate as in some cases the observed does not even know that he is under observation thus cannot change his/her behavior intentionally. **Disadvantage**, on the other hand, is that the observation itself is usually quite difficult for the observer in terms of his ability to interpret the data of the observation because some phenomena are difficult to record thus it may result in distortion of series of monitored data. (Kozel a kol., 2006)



**Figure 10: Types of observation**

(Source: Own work according to Kozel a kol., 2006)

Experiment - In case of experiment a certain **test element** is introduced, and the result of its action is measured on another element. Researchers then run testing during which the behavior and relationships in artificially created conditions are observed and evaluated. The parameters are set in advance and according to them the experiment takes place. The main role plays the **environment** of the experiment which has an effect on its success thus researchers intentionally interfere in order to achieve the same conditions for all experimental subjects. (Kozel a kol., 2011)

Inquiry - Inquiry is one of the longest and probably still most widely used market research methods, used on different segments, which is conducted by using various techniques. Answers may be then recorded in various ways and afterwards analyzed. Among basic techniques of inquiry belongs:

- **oral** - conducted face-to-face where the interviewer reads the questions and records the answers
- **written** - questionnaire is sent by **post** or delivered in person

- **telephone** - CATI is a special centrally performed telephone inquiry which is a combination of telephone and PC with a special program
- **on-line** - research conducted with the help of an Internet
- **combined** - combination of some of the techniques mentioned above such as written + telephone or oral + written (Boučková, 2003)

### 1.7.3 Questionnaire

Questionnaire is considered the most common instrument which is used by researchers to acquire primary data and it consists of number of questions that are presented to the respondent. Before these questionnaires are distributed to a larger scale of people at first, they ought to be properly developed, tested, and corrected. As the form of question may influence the response, the researcher must wisely choose the right question, form, wording, and sequence.

Questions can be divided into two groups: **open-end** and **close-end**. Close-end questions describe questions for which the answers are already specified, and the respondent's task is only to choose among offered answers. Open-end, on the other hand, give respondents a possibility to write down the answer in their own words which might as well uncover their thinking processes. These types of questions are often used in exploratory research therefore instead of measuring how many people think in a particular way, its purpose is to look for insight into how people think. (Kotler and Keller, 2006)

#### Questionnaire dos and don'ts

1. Questions should be **objective** thus should not lead the respondent to a certain answer
2. They ought to be written in the **simplest** way otherwise if they contain more ideas or two questions, they might confuse the respondent
3. Questions should be specific

4. The researcher should **dodge technical terms or jargon**
5. **Leave behind** ambiguous words or sophisticated and uncommon words
6. Researcher should as well avoid stating a **negative** in questions
7. Steer clear of **hypothetical** questions
8. To make questions less sensitive, offer range of response **bands** (Kotler and Keller, 2006)



## **2 ANALYTICAL PART**

### **2.1 EWALDS s.r.o.**

#### **2.1.1 Basic information**

**Date of enrollment into business register:** 29. 05. 2014

**Legal form:** Limited liability company

**IČO:** 47792671

**Identification number:** SK2024113641

**Seat:** Slovensko, 924 01, Galanta, Matúškovská 1413/17

**Startup capital:** 800 000 €

The history of EWALDS s.r.o., company established by Alžbeta and Miloš Grell, has been writing itself since 1997 when they started as a Wholesale seller of cut and potted flowers from Netherlands and other parts of the world. Since then, their selection of products has expanded as well and currently their main area of business contains not only sale of cut and potted flowers but also decorations of all kinds such as Christmas, seasonal, decorations for apartments, moving on to artificial flowers, arrangement materials and in addition beautiful pieces of furniture.

In 2015 they have managed to establish their own e-shop to be able to provide their goods even to end-consumers because of a very high demand. Apart from that they have one big warehouse including showrooms and own stone flower store in Galanta.

Nowadays this company cooperates with two main partners - Favi (quite popular in Slovakia) and Bianco where customers might also find all sorts of goods EWALDS provides. EWALDS company is still expanding thus is open for cooperation which is clearly stated on their website. Any smaller or bigger entrepreneur who is interested in their products may reach out to them and establish an agreement. Currently they are supplying entrepreneurs all over Slovakia in many different cities such as Trnava and Košice.

Their e-shop is very elaborated. EWALDS makes a lot of effort to stay in touch with current customers therefore supplies them with current trends in the section of their Blog. This Blog is filled with several articles about various styles or ways how to decorate your own home which tend to be very helpful for customers. In the news section customers may see as well new goods that came in for the year 2020 (or the present year) and quantity discounts.

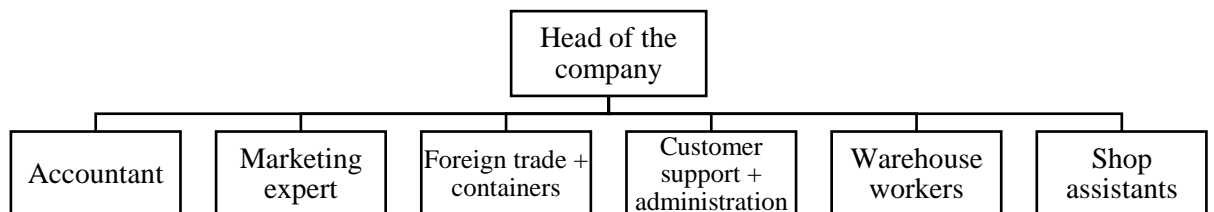


**Figure 11: Logo of EWALDS**

(Source: Facebook, 2020)

### 2.1.2 Organizational structure

The whole company has 10 stable employees. At the top of the structure is Alžbeta Grellová who is responsible for taking care of all operations running smoothly, she is also the head of the company; besides that, the company consists of one accountant; one person overseeing marketing and e-shop; one person who takes care of foreign trade and containers for waste; one for administration, reclamations, invoicing, and the overall contact with customers; then there are several warehouse workers and finally shop assistants in the store.



**Figure 12: Organizational structure**

(Source: Own work, 2020)

## **2.2 Macro environment**

**Demographic forces** - Among demographic forces we might find age, population density, natural increase/decrease and migration balance of the population as already mentioned before. When it comes to decorations, flower arrangements and furniture it is usually the adult generation who fancies to make their living cozier and more festive, it may include young families but as well older people. When it comes to the size of the population in Slovakia, we may have noticed a slight increase every year based on the data of the table below. It shows the average age of population as well which increased in 2018 by 0,23% compared to 2017 and in 2019 it increased again by 0,24% compared to 2018.

**Table 3: Selected data about population composition in Slovakia always as of 31.12**

<b>Indicator</b>		<b>2019</b>	<b>2018</b>	<b>2017</b>
Population as of 31.12	together	5 457 873	5 450 421	5 443 120
	men	2 665 350	2 661 077	2 656 514
	women	2 792 523	2 789 344	2 786 606
Proportion of population in pre-productive age (0-14 years), %	together	15,83	15,74	15,61
	men	16,62	16,54	16,41
	women	15,07	14,98	14,85
Proportion of population in productive age (15-64 years), %	together	67,59	68,22	68,87
	men	69,86	70,46	71,1
	women	65,42	66,07	66,74
Proportion of population in post-productive age (65 a older), %	together	16,58	16,04	15,52
	men	13,52	13	12,49
	women	19,51	18,94	18,41
Proportion of middle-aged population (45-59 years), %	together	20,22	20	19,92
	men	20,66	20,4	20,29
	women	19,8	19,62	19,57
Proportion of elderly population (60-74 years), %	together	16,87	16,61	16,25
	men	15,55	15,26	14,88
	women	18,12	17,9	17,56
Proportion of elderly population (75-89 years) %	together	5,82	5,67	5,57
	men	4,09	3,96	3,87
	women	7,47	7,3	7,2
Proportion of long-lived population (90 and older), %	together	0,49	0,46	0,44
	men	0,27	0,25	0,23
	women	0,71	0,67	0,64
Average age of the population, years	together	41,06	40,82	40,59
	men	39,45	39,21	38,97
	women	42,59	42,36	42,14
Aging index, %	together	104,8	101,9	99,43
	men	81,38	78,6	76,15
	women	129,45	126,44	123,94

Source: Population and age characteristics - 2017 to 2019. 2020 [online]. [cit. 21.12.2020]. Available at:

[http://statdat.statistics.sk/cognosext/cgi-](http://statdat.statistics.sk/cognosext/cgi-bin/cognos.cgi?b_action=cognosViewer&ui.action=run&ui.object=storeID%28%22i5C596BD613BA4A6A9E92C3FB96F763F8%22%29&ui.name=Obyvate%20a%20charakteristiky%20veku%20)

[bin/cognos.cgi?b\\_action=cognosViewer&ui.action=run&ui.object=storeID%28%22i5C596BD613BA4](http://statdat.statistics.sk/cognosext/cgi-bin/cognos.cgi?b_action=cognosViewer&ui.action=run&ui.object=storeID%28%22i5C596BD613BA4A6A9E92C3FB96F763F8%22%29&ui.name=Obyvate%20a%20charakteristiky%20veku%20)

[A6A9E92C3FB96F763F8%22%29&ui.name=Obyvate%20a%20charakteristiky%20veku%20](http://statdat.statistics.sk/cognosext/cgi-bin/cognos.cgi?b_action=cognosViewer&ui.action=run&ui.object=storeID%28%22i5C596BD613BA4A6A9E92C3FB96F763F8%22%29&ui.name=Obyvate%20a%20charakteristiky%20veku%20)

Although to be more specific, because of the location of the seat of EWALDS I have chosen to analyze more deeply the Trnava region to which it belongs as we may assume most of the customers will come from here. According to the Statistical office of Slovak Republic, the Trnava region, with population 564,917 as at 31 December 2019, was the smallest in terms of population of all regions. Its share is 10,4%.

Based on the data the **natural movement** of the population has been **negative** since 2001 except for the year 2009 and 2011 when the region recorded a natural increase in population. We can tell even from the number that occurred in 2019 when 5385 children were born, and 5410 inhabitants died. The migration balance and the **overall** increase in population may be viewed as positive.

The changes followed as well in **age composition** of population as in 2019, the share of the children's component was by 2.6 percentage point lower than the proportion of the elderly population (65 years and more). In the last 5 years, the share of the child component of the population (0-14 years) has increased by 4.4 percentage point but the growth rate of the population older than 65 years was much faster, up to 15.8 percentage point. The average age of the region's population was almost 42 years in 2019 and the aging index reached the value 117,9. (Statistical office of Slovak Republic, 2020)

From the overall data we may sum up that in Trnava region EWALDS cannot rely on many more customers interested in their goods as the **natural increase** in population has been **declining** for the past decade and the **average age** of population is still getting **higher**. This may mean higher level of competition for EWALDS therefore in order to keep existing, loyal customers and still acquire new ones they will have to raise their level of offered services to survive in such a competitive environment. When it comes to the rising average age, in the long run EWALDS might consider adjusting their range of products/services together with the design of the website for older generation. When looking at the overall picture of Slovakia, the natural increase is

rising which may mean **new customers from other regions** interested in their services. Due to this fact EWALDS may consider expanding their stores even to other cities in Slovakia.

**Economic forces** - Purchasing power of population is highly affected by several factors one of which may be **unemployment rate**. Rising unemployment rate in the state causes people not spending too much, on the other hand decreasing unemployment rate encourages people to spend money as they have stable jobs.

**Table 4: Selected data about unemployment rate in Slovakia**

<b>Unemployment rate (area/year)</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Slovakia	7,2	5,8	6,5	8,1
western Slovakia	x	2,93	2,81	3,43
Trnava region	x	2,63	2,31	2,6
Galanta district	x	2,21	1,75	2,05

Source: Registered unemployment rate - 2017 to 2019. 2020 [online]. [cit.16.10.2020]. Available at:

[http://datacube.statistics.sk/#!/view/sk/VBD\\_SK\\_WIN/pr3108rr/v\\_pr3108rr\\_00\\_00\\_00\\_sk](http://datacube.statistics.sk/#!/view/sk/VBD_SK_WIN/pr3108rr/v_pr3108rr_00_00_00_sk)

From the data we can see that the overall unemployment rate had been decreasing throughout the years. If we take a look at the western Slovakia, Trnava region, and Galanta district the rate decreased in 2018 compared to 2017 however, it slightly increased again in 2019 compared to 2018. This means that as there had been a growing number of people who acquired job, the purchasing power of population was **increasing** as more people could afford to buy various goods which in the end created favorable conditions for EWALDS in business environment.

For the year 2020 was released so far only the overall unemployment rate which was 7,2%. **It presents an increase in the number of unemployed people compared to previous year** which caused a reduction in the purchasing power of population

because people did not have jobs thus could not afford to spend money on unnecessary items. Due to the crisis, this trend is going to continue rising.

Another factor which has an impact on the purchasing power in Slovak Republic is **inflation**. It has an effect on increasing the prices of all products and services thus influences the performance of the companies. In the tables below you may find the total inflation for years 2017 - 2019.

**Table 5: Total inflation in Slovakia in %**

		2020	2019	2018	2017
<b>Total inflation in %</b>	average month-on-month change	0,1	0,2	0,2	0,2
	average year-on-year change	1,9	2,7	2,5	1,3

Source: Inflation measured by CPI (national methodology) total inflation, annual data - 2017 to 2019.

2020 [online]. [cit.22.9.2020]. Available at:

[http://datacube.statistics.sk/#!/view/sk/VBD\\_SLOVSTAT/sp2043rs/v\\_sp2043rs\\_00\\_00\\_00\\_sk](http://datacube.statistics.sk/#!/view/sk/VBD_SLOVSTAT/sp2043rs/v_sp2043rs_00_00_00_sk)

**Average wage** as well belongs to the group of basic indicators of economic development which describes average development of employees' earnings that is subsequently reflected in their consumption or savings thus determines the purchasing power.

**Table 6: Average nominal wage in Slovakia in %**

	2020	2019	2018	2017
<b>Average nominal wage in %</b>	4,2	7,8	6,2	4,6

Source: Selected economic and monetary indicators of Slovak Republic. 2020 [online]. [cit. 22.1. 2021].

Available at: [https://www.nbs.sk/\\_img/Documents/\\_Publikacie/OstatnePublik/ukazovatele.pdf](https://www.nbs.sk/_img/Documents/_Publikacie/OstatnePublik/ukazovatele.pdf)

However, in order for us to know the current purchasing power of population, the nominal wage needs to be adjusted for the effects of inflation thus resulting in real wage. **Real wage** shows the amount of goods and services that can be actually bought.

**Table 7: Average real wage in Slovakia in %**

	2020	2019	2018	2017
<b>Average real wage in %</b>	1,9	5,0	3,5	3,3

Source: Average monthly wage in the economy of SR. 2020 [online]. [cit. 10.3. 2021]. Available at: [http://datacube.statistics.sk/#!/view/sk/VBD\\_INTERN/pr0204qs/v\\_pr0204qs\\_00\\_00\\_00\\_sk](http://datacube.statistics.sk/#!/view/sk/VBD_INTERN/pr0204qs/v_pr0204qs_00_00_00_sk)

Based on the data reflected in the tables above we may state that the average real wage had been increasing over the years up until the year 2019 which meant that the **purchasing power of population had been getting stronger** every year therefore allowed consumers to spend more money on products that are the subject of business of company EWALDS. However, in the year 2020, we were witnesses of a **spread of Corona virus** which significantly affected the economies globally including Slovakia. The average real wage rate was only 1,9%. According to these data we may state that the purchasing power of population got weaker in 2020 because people have less money for spending. Again, due to the crisis the trend will continue rising.

Last but not least worth mentioning is **Gross Domestic Product (GDP)** which is a key indicator of the development of national economy. It is the monetary measure of the market value of all the finished goods and services produced in specific time period.

**Table 8: Gross Domestic Product in Slovakia in %**

	<b>2019</b>	<b>2018</b>	<b>2017</b>
<b>Gross Domestic Product in %</b>	2,4%	3,9%	3,0%

Source: Selected economic and monetary indicators of Slovak Republic. 2020 [online]. [cit. 22.1. 2021]. Available at: [https://www.nbs.sk/\\_img/Documents/\\_Publikacie/OstatnePublik/ukazovatele.pdf](https://www.nbs.sk/_img/Documents/_Publikacie/OstatnePublik/ukazovatele.pdf)

**Table 9: Gross Domestic Product in Slovakia for the year 2020 in % - quarterly change**

	<b>1. quarter</b>	<b>2. quarter</b>	<b>3. quarter</b>
<b>GDP (quarterly change) in %</b>	-3,6	-12,1	-2,4

Source: Gross domestic product in the 3rd quarter of 2020. 2020 [online]. [cit. 4.12. 2020]. Available at: [https://slovak.statistics.sk/wps/portal/ext/products/informationmessages/inf\\_sprava\\_detail/860421c9-5060-4722-8326-b730f5180638/!ut/p/z1/tVJNU4MwFPwtHjiGvBIgqbe0o\\_2wdaZ2aksuDiAUBBIKEey\\_N3W8OGO1HszIJfN2N\\_uywQLvsJBhl-9DnSsZluYcCP9pRWdsNBpwwNGCwGx-t76fjmdycbDjlhgEUtd6wwHKmrDDLUFymWKwkJbYDaqqYxaJxPU1k3YHS3o2kQXpjIfXGcQD5EHPiCXOg5ixPFRRAmk3oCBT9hJvo7zZxxchN7-5leYNpxZHAxffEDGEz516QKALSyeZPh08zBcEQKcfAJ-0AiMB3rWw4DibZcnPd7I08uUeP3HEaeA51jkUWX3cWWDTRkFQilzHXfoe4ScMstfDgfBTTBK6uRN491\\_JGPucZrleLk39kOdnQV31lK5TIizFCbJE2apLFfG\\_PbMq3r9toCC\\_q-](https://slovak.statistics.sk/wps/portal/ext/products/informationmessages/inf_sprava_detail/860421c9-5060-4722-8326-b730f5180638/!ut/p/z1/tVJNU4MwFPwtHjiGvBIgqbe0o_2wdaZ2aksuDiAUBBIKEey_N3W8OGO1HszIJfN2N_uywQLvsJBhl-9DnSsZluYcCP9pRWdsNBpwwNGCwGx-t76fjmdycbDjlhgEUtd6wwHKmrDDLUFymWKwkJbYDaqqYxaJxPU1k3YHS3o2kQXpjIfXGcQD5EHPiCXOg5ixPFRRAmk3oCBT9hJvo7zZxxchN7-5leYNpxZHAxffEDGEz516QKALSyeZPh08zBcEQKcfAJ-0AiMB3rWw4DibZcnPd7I08uUeP3HEaeA51jkUWX3cWWDTRkFQilzHXfoe4ScMstfDgfBTTBK6uRN491_JGPucZrleLk39kOdnQV31lK5TIizFCbJE2apLFfG_PbMq3r9toCC_q-)



[t\\_dK7cvEjlVlwXeUTLVmtK9IXFcVI0dUpMsb4oroSMpuwfnV1TsmtmG1/dz/d5/L2dBISEvZ0FBIS9nQSEh/](https://t_dK7cvEjlVlwXeUTLVmtK9IXFcVI0dUpMsb4oroSMpuwfnV1TsmtmG1/dz/d5/L2dBISEvZ0FBIS9nQSEh/)

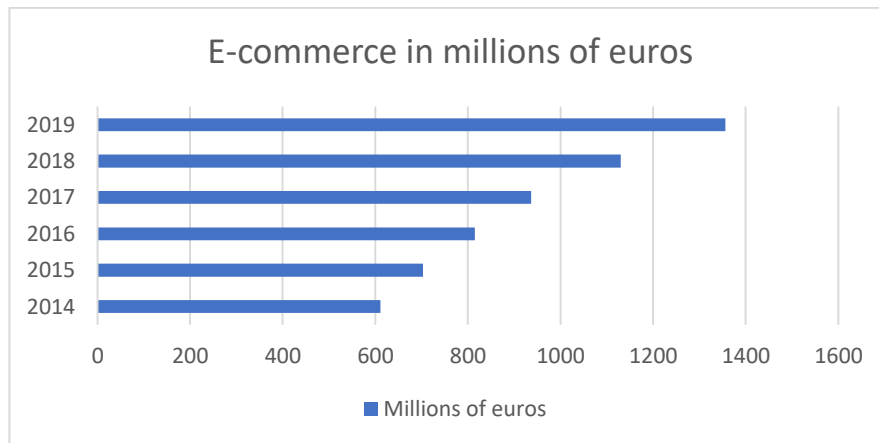
According to National Bank of Slovak Republic the Gross Domestic Product (year-on-year change in %) increased in 2017 by 3,0 %, in 2018 it was by 3,9%, finally in 2019 the GDP increase was not too significant but still positive as it was 2,4%. **These percentages show that past these 3 years the economy had prospered** which again supports before mentioned statement of purchasing power in Slovakia becoming stronger.

However, when taking a look at the year 2020, we may notice a radical change in numbers because of Covid-19 which caused a **substantial decline in GDP**. This situation resulted in reduction in purchasing power of population as businesses did not have as high turnovers as in 2019 thus could not afford to employ more people rather laid them off or reduced the incomes.

To sum up, the economic environment seemed to offer quite favorable conditions for EWALDS to evolve up until 2019. Their plan for upcoming year was to expand to Hungarian and Czech market however as the **Covid-19** struck in the beginning of 2020, the whole project had to be postponed to 2021. Covid-19 affected economies all over the world. Many small businesses were bankrupting and even some of the larger ones were struggling. The most affected industries were tourism, culture and architecture. In case of EWALDS, as they were forced to temporary close their warehouse and store full of cut flowers due to regulations, they decided to give them away to anyone interested. The total price of flowers given away was in value of **15 000 €**. In addition, due to the financial situation in March 2020 they were forced to fire **5 employees**.

**Socio-cultural forces** – Use of e-commerce by companies has been getting stronger over the years. Businesses are establishing their ecommerce stores to be able to reach wider audience of customers in Slovakia who are shopping online. Slovak population has become very fond of internet shopping as well. According to latest statistics, the

number of e-shops and people buying goods of the internet has been rising over the years.



**Graph1: E-commerce in millions of euros for the years 2014-2019**

Source: E-commerce turnover in mil. euro. 2020 [online]. [cit. 10.1. 2021]. Available at:

<https://www.startitup.sk/slovaci-v-roku-2019-na-e-shopoch-vytvorili-novy-vyse-miliardovy-rekord/>

In the graph above is shown how many millions of euros have been spent overall on e-shops throughout the years 2014 to 2019. In the year 2019 the turnover of e-shops **grew at a record pace**, to be specific **by 20%** compared to 2018. This increase has been the most radical since 2014.



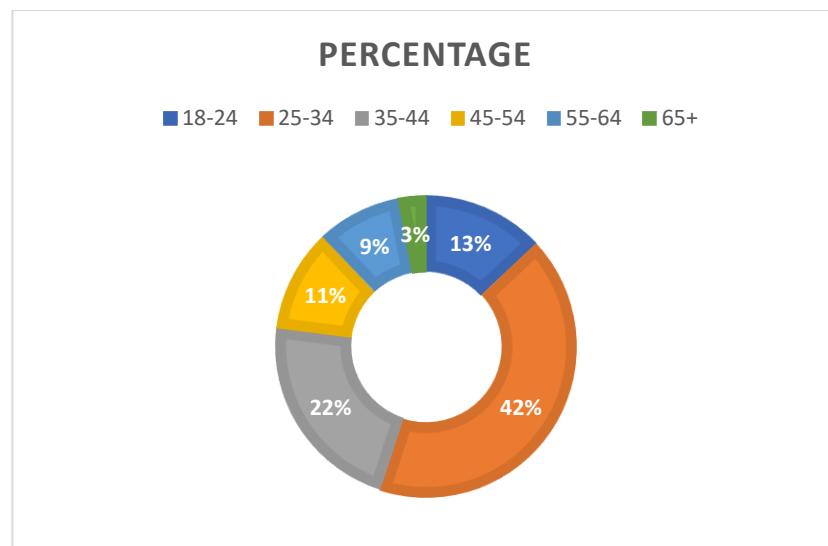
**Graph 2: Number of newly established e-shops in Slovak republic for years 2014-2019**

Source: Number of e-shops in SK. 2020 [online]. [cit. 10.1. 2021]. Available at:

<https://www.startitup.sk/slovaci-v-roku-2019-na-e-shopoch-vytvorili-novy-vyse-miliardovy-rekord/>

However, it was not only turnovers that were increasing throughout the years. The difference could have been spotted as well in the increasing number of **newly established e-shops**. Currently we have **12 600** of them in Slovak republic which is a profound change when compared to year 2014 and its **611** e-shops.

When it comes to the age categories of people shopping online the graph below exposes that the **largest group** of customers purchasing goods online belongs to the age category **25-34 years**. Second largest group that purchases goods via the Internet are people of age between 35-44 years. The **smallest group** of online customers fell into the category **55-64 and 65+** which was expected as the older generation usually does not have the required digital skills to conduct online purchase thus resorts to more traditional ways of shopping.



**Graph 3: Age category of customers shopping online for the year 2019**

Source: Age of customers. 2019 [online]. [cit. 10.1.2021]. Available at: <https://touchit.sk/online-nakupy-na-slovensku-kto-nakupuje-najviac-kedy-a-za-kolko/225666>

To sum up we may state that based on the data displayed above, there has been a huge **shift in customers' behavior from the traditional way of shopping to an online way of shopping**. The trend is expected to be increasing particularly in year 2020 and forward as the Covid-19 affected countless businesses. Those who have managed to

shift to an online space are now experiencing a thriving period, in contrary those who have not managed to do so are currently in most cases only trying to survive on the market. This fact may be quite significant for the company thus, in the short run, EWALDS should consider **perfecting their website** and make the online customer journey as flawless as possible.

**Legislative/Political forces** - Political environment consists of legislation, state administration bodies and pressure groups which essentially influence or limit business and private activities in society. The widely accepted opinion is that a certain degree of regulation of the operation of the whole economic system actually helps by strengthening competition and ensuring equal conditions on the product and service market. (Kotler and Armstrong, 2004)

Every company has to abide by several laws issued by the government and there is no exception for EWALDS s.r.o. as well. One of the most common laws which is significant for the company is Act no. 250/2007 Coll. on consumer protection which regulates the rights of consumers and the obligations of sellers.

Essential for the operation of EWALDS s.r.o. are also laws below:

- Act no. 513/1991 Coll. Commercial Code and as amended
- Act no. 431/2002 Coll. on accounting and as amended
- Act no. 595/2003 Coll. on income tax and as amended
- Act no. 222/2004 Coll. on value added tax and as amended
- Act no. 311/2001 Coll. Labor Code and as amended

During the year 2020, time when Covid-19 came to Slovakia and affected lots of businesses due to lockdown and several other regulations, government issued so called **“help to employers, employees and self-employed persons”** which consisted of 5 measures which if met then people could ask for **financial compensation**.

The **1<sup>st</sup>** measure focused on employers who had to stop their operations or reduce their activities on the basis of a decision of Public Health Office of Slovak Republic. To prevent redundancies, employers could have requested for a compensation of the **employee's salary in the amount of 80%**, up to the amount of 1100 €. EWALDS decided not to follow this measure as they were forced to decrease the number of employees thus in the 2020 **released 5 employees**.

The **2<sup>nd</sup>** measure was focused on compensation of **loss of income from gainful activity** in connection with the decrease in sales. Thanks to the digital preparation of company EWALDS, their turnover did not decrease, in contrary increased by 4% thus they could not ask for compensation in such form. Customers had the possibility of shopping on their online e-shop during the whole period of lockdown. According to the owner, the number of orders in February of 2020 was 200, however when compared to February 2021, they increased by 66,7% to 600 orders. (Ministry of Labor, Social Affairs and Family, 2020)

**Changes in maritime transport** due to Covid-19 also significantly affected operations of EWALDS. With **limited capacity, increased tariffs and the digitization of transport companies** the market is more complex and unstable than ever before. The demand for container transport has risen sharply in the last quarter of 2020 thus the prices with it. According to the latest news, on the route between Asia and Europe prices has risen year-on-year by unbelievable 264%. Compared to the beginning of 2020 when EWALDS paid **2400 €** for a single 40-foot container delivered from China, in the beginning of 2021 they had to pay **9600 €** instead. In addition, basic materials have become more expensive and waiting period has become unpredictable. According to the owner, they have been waiting for the delivery of the cartons for 12 weeks. This caused an **increase in prices of their products and services**. (DACHSER, 2021)

**Technological forces** - We are living in the times when technology has become a major part of our lives. Technological devices have replaced man work in many areas and almost everything that used to be on the paper is now in electronic form. In many ways it made our lives easy.

When it comes to EWALDS "the man work has not left the station yet entirely". Although they are using several technological devices to be more effective during working with goods such as label makers, machine designed for packing the goods, bubble wrap machine, carton shredder, inflatable cushion machine, the work of employees still cannot be replaced in several areas such as **frontline employees** (shop assistants) who are communicating with end-customers, giving them advice when picking a product and putting together flower bouquets in their stone flower shop.

**Table 10: Technological devices purchased in the last 5 years and their use**

<b>Technological devices purchased in the period of last 5 years.</b>	<b>Their use</b>
Packaging machine	Machine designed for strapping and packing the boxes in foils.
Bubble wrap machine	Machine that covers the boxes with bubble wrap foil in order to reduce the rate of damage during delivery
Carton shredder	Machine designed to shred unused cartons thus creates a filler material in packing the consignments.
Label makers	Portable devices used to organize the workspace. Help with the identification of goods and as well with warehouse management.
Inflatable cushion machine	Machine designed to fill consignments with bags of air to reduce the damage of goods during delivery.

Source: Own work, 2021

On the other hand, it is necessary to mention that EWALDS is as well keeping up with this age by providing customers with the option of shopping on their e-shop where they can select and purchase any product from the comfort of their home a be delivered in the matter of 1 day from the day of sending the order.

The internet has become an everyday help for searching for information, promotion of goods but also for transactional purposes. Although people in EWALDS are visiting many trades shows (such as in China) in person, shopping online for flowers on the Dutch market has become a staple in the past 5 years. In case of their marketing efforts, most of their marketing is also happening online through **social media platforms, sponsored ads** or **e-mails** where they are able to reach a wide audience of people.

**Ecological forces** - In the past decade ecology has been a deeply discussed topic among people and companies globally. Many companies all over the world are trying to adjust their businesses to be more environmental-friendly and EWALDS is no exception. In case of paper, which is heavily used in such an industry, is handed over to the collection of raw materials. 80% of the waste (materials that can be recycled) is recycled and again reused in the production process. Quarterly, they are paying a certain amount of money to recycling fund based on the number of tons of the recycled material which is brought to them. I have managed to gain information for the third quarter of the year 2020 which is displayed in the table below.

**Table 11: Amount paid in € to the recycling fund for the 3<sup>rd</sup> quarter of the year 2020**

<b>Material</b>	<b>Number of tons</b>	<b>Amount paid (in euros)</b>
Paper	8,25 t	660,13 €
Plastic	0,17 t	18,52 €
<b>Together</b>	8,42 t	678,65 €

Source: Own work, 2021

Other than that, as they are working most of the time on the computers, whole administration of the company is kept in electronic form, which again saves lot of paper. In general, we may say that EWALDS is putting a certain emphasis on the ecological aspect.

## 2.3 Microenvironment

**Business entity** - EWALDS is a **family company** which has been on the market for 29 years now. They have built a partnership with several suppliers from various countries mainly outside of Europe and they are known for being able to accept higher degree of risk. They offer a wide selection of unique goods which are selected mainly by Alžbeta and her daughter and each product is carefully thought over.

They have managed to build a strong foundation of customers over the years who have become very fond of them because of their **willing approach** and meeting **tailor-made requirements**. As the company honestly cherishes their relationship with their customers, they are rewarding the ones who return often with gifts and in case there is a problem with the order placed by a customer, Alžbeta immediately contacts them and either offers them a new product, gives a discount or simply serves some advice. With these activities they are trying to increase their customer satisfaction. You may find more detailed information about the company in the chapter "2.4 Marketing mix".

Unfortunately, the company is now experiencing troubles due to **inefficient communication** between its employees. This fact is tightly connected to a customer support. What happens is that sometimes the complaint from a customer is already being handled however other employees in the company do not know and are trying to solve the problem as well. Such situations create chaos and reduce efficiency. In addition, during periods of big events such as Black Friday or pre-Christmas sales **customers are not able to contact anyone in the firm**, which causes a wave of negative feedback displayed on their social media platforms.

### Competitors



**Table 12: Evaluation of competition's websites compared to EWALDS**

	<b>Bella Rose</b>	<b>West Wing</b>	<b>Kveta</b>	<b>EWALDS</b>
Provides relevant information for each product. Scale 1-5 (very bad - very good)	5	5	3	4
Offers space for reviews by customers on website. YES/NO	YES	YES	NO	NO
Ease of navigating the website. Scale 1-5 (very easy - very hard)	1	1	4	1
Prices. Scale 1-5 (very low - very high)	4	2	5	3
Range of goods. Scale 1-5 (very limited - very wide)	4	5	4	4
Delivery time. Number of days	6-7 days	3-6 days	Not stated	1 day
Website speed. Scale 1-5 (very slow- very fast)	4	5	1	4

Source: Own work, 2021

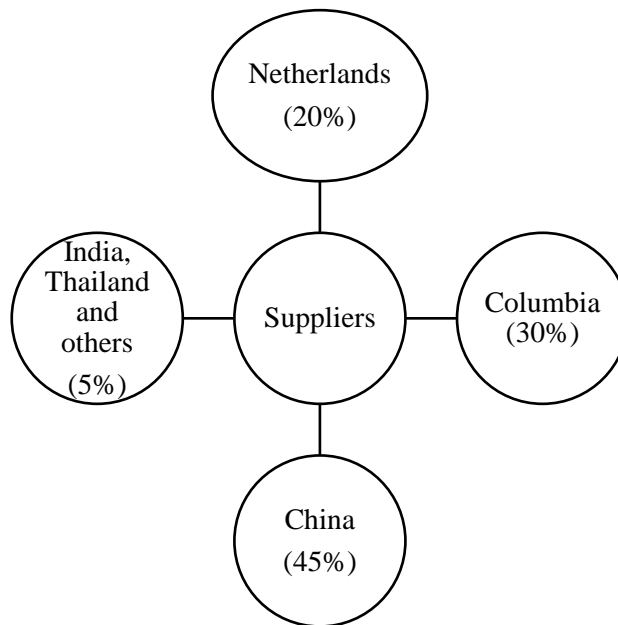
Among their competitors belongs **Bella Rose**, which is situated in Zlín, Czech Republic but provides an e-shop for Slovak audience as well. They seem to have it perfectly designed and attractive as the whole website is easy to understand and each product provides all necessary information. The website speed was impressive, pages loaded in a matter of 2-3 seconds. In addition, Bella Rose provides an opportunity for customers to express their satisfaction/dissatisfaction in the section for reviews. Although offers a wider range of goods and constantly promotes them by using sponsored ads compared to EWALDS their prices are doubled and their delivery time takes much longer.

Next is **West wing** which has been on a market since 2011 and can be described as an internet magazine full of products, brands, trends and more from the world of House and Living. Their e-shop looks simple in design and is very elaborated. Each product offers a description, dimensions, methods of delivery furthermore reviews from customers and the website speed was appropriate. The delivery time takes 3-6 days which might be an advantage for EWALDS as they deliver orders faster. West wing is now spread in 11 European countries and generated over 267 million revenue only in 2019 thus cannot really be compared to EWALDS which is a small family firm. Even though West wing is a bigger player, it still inspires the smaller ones.

**Kveta** was established in 1992 and it is, again, a family company. The company offers similar product selection as EWALDS and they try to keep up with the trends. When it comes to their e-shop it does not look very appealing which might discourage the customers from internet shopping and doubt the owner's taste in decorations. In addition, the products are poorly described as the description contains only price and dimensions and no further delivery or product details. My overall experience with their website was very unsatisfactory, each page took at least 10-20 seconds to load, and categories seemed to be arranged in a very confusing way. Kveta company is situated in Trenčianske Stanovce which is a benefit as they do not necessarily have to compete for local customers with EWALDS.

**Suppliers** - EWALDS establishes contracts with their suppliers that operate on a **free basis** as they do not wish to be tied to anyone. For that reason, they choose from the variety of suppliers the ones that suit them the best. As the goods provided by suppliers are ever-changing, they always want to pick **products** they like, as well those ones that they think would **represent their company's style** and that their customers would appreciate. This means that the bargaining power of suppliers is weak and EWALDS is able to deliver a wide selection of products for **reasonable prices** to their customers. Due to data sensitivity, supplier names are not listed here, therefore they are replaced by names of the countries they each come from. Each year EWALDS acquires 30-40% of new suppliers and the rest are the ones that they usually return to. 20% of their

suppliers come from Netherlands, 30% from Columbia, 45% from China and the remaining 5% are others.



**Figure 13: Suppliers of EWALDS**

(Source: Own work, 2021)

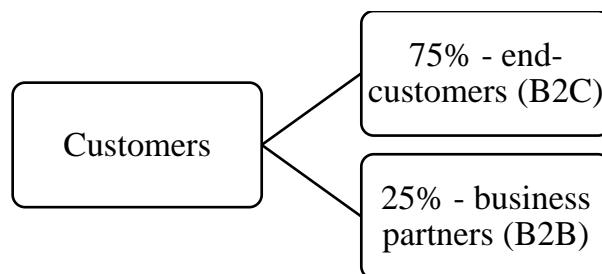
**Marketing intermediaries** - Their marketing intermediaries could be considered their two main partners Bianco and Favi. **Bianco** is a catalog of furniture and decorations accumulating hundreds of thousands of products of different e-shops at one place, including EWALDS, with a vision that everyone can have a beautiful housing. According to data from similarweb.com, the number of total visits per last 6 months was 706.38k on desktop and mobile phone. **Favi**, which is quite similar, is a furniture and decoration finder with over 400+ e-shops and stone stores at one place that has had **over one million visitors**, again on desktop and mobile phone, for the past 6 months. Thanks to marketing intermediaries EWALDS is able to sell their range of goods to a wider audience of potential customers. Annually they sell **20% of their products** through these two websites together.

Another company that I would consider as marketing intermediary as they are literally helping with distribution of products of EWALDS is DPD. DPD has become their partner in transport of packages.

**Customers** - The customer base has fairly changed since the establishment of an e-shop in 2015. Up until then 100% of customers were business partners. Since then, the company has acquired a base of end-consumers and currently the percentage is formed by 75% of end-consumers and 25% is formed by business partners. End-consumers or in other words **B2C market is currently making EWALDS a higher turnover** than business partners.

As for business partners EWALDS conducts regular surveys on satisfaction by which builds stronger relationships. They reserve a time period to have a face-to-face conversation a discuss their requirements and conditions.

When it comes to **end-consumers, who are the main focus of my bachelor's thesis**, EWALDS listens to their requirements constantly and tries to improve their services. Their last purchase was inflatable cushion machine to prevent damage of goods during delivery and by this reduced a number of complaints or negative feedbacks. Apart from that, they have **redone their e-shop** to be available through smartphones for more convenience for the customer. Lastly, they have created a category on their website where people may find discounted goods which is highly visited by customers mainly during this Corona crisis as many of them cannot afford to buy expensive decorations. EWALDS is continually trying to keep up with trends and improve the experience they deliver to customers. Their target market are **women between ages 25-45 from the city Galanta and its surroundings** who love decorating their home.



**Figure 14: Customers of EWALDS**

(Source: Own work, 2021)

**Publics** - EWALDS keeps a very close contact with public and they try to show themselves in the best light. They participate on beneficent events organized e.g., by Hody Team in Galanta where they supply their decorations free of charge but as well on regular events where they contribute to raffles with their products and decorate the premises. Their intention is to build their brand by the quality of their goods and services instead of being pushy by placing advertisements on every corner which might seem more appealing for the customer.

They have been also published in various magazines such as **Pekné bývanie** or others connected to furniture and living where potential customers had the opportunity to read about their activities and products. In addition, customers and other stakeholders may also find on their website a section of Blog and News devoted only to them to keep them up with trends, discounts and deliver the newest and most relevant information. Unfortunately, they do not write these articles very often therefore there is still room for improvement.

**Table 13: Analysis of macro and microenvironment**

	Forces	Risk characteristics	Importance (1-5)	Opportunity characteristics	Importance (1-5)
<b>External environment</b>  <b>- SLEPTE</b>	Socio-cultural	Rising number of e-shops may put them on lower positions in search engines	3	Perfection of their website (responsive design) and SEO	4
	Legislative/ Political	Prices for maritime transport keep rising, in addition a longer period of waiting for basic materials	5	None	0
	Economic	Lack of financial resources due to Covid-19 – change of customers' priorities	5	Expansion to Czech and Hungarian market after the end of crisis	5
	Technological	Outages in the operation of technological equipment – consignments not	3	Opportunity to extend their portfolio of products and contacts thanks to usage of internet	4

		delivered in time			
	Ecological	None	0	Utilization of ecologically recycled materials for filling and wrapping of consignments	2
	<b>Forces</b>	<b>Characteristics of weaknesses</b>	<b>Importance (1-5)</b>	<b>Characteristics of strengths</b>	<b>Importance (1-5)</b>
<b>Internal environment - Microenvironment</b>	Business Entity	Inefficient communication between employees/departments	5	Long family tradition and profitability  Owner not afraid of risks	5  5
	Competitors	No space for reviews from customers on their website	3	Design and functionality of the website	4
	Suppliers	Less reliable orders if the suppliers are not bounded by a contract	4	Suppliers from different parts of the world – wide variety of designs	4
	Marketing intermediaries	High number of e-shops on Favi and Bianco – lower chance of customers stumbling upon their products	2	Extra way how to reach out to more customers interested exactly in the types of products they provide	2
	Customers	Poor system for complaint procedure.  Lack of employees for customer support	5  5	Individual approach to customers	5
	Publics	Do not upload articles on regular basis.	2	Supporting good-will events thus raising their image	2

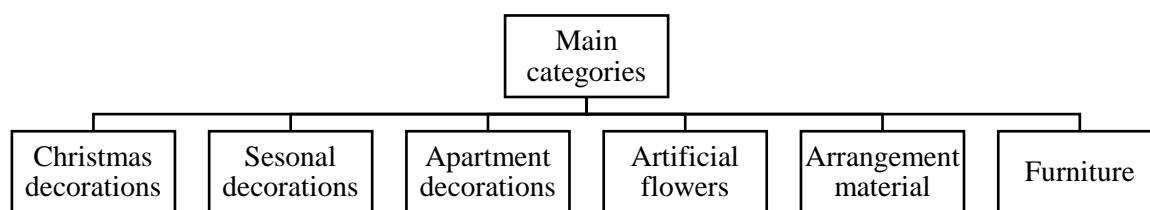
Source: Own work, 2021

## 2.4 Marketing mix

**Product** - EWALDS offers a wide selection of products which are carefully selected by owners during their participation on trade fairs mainly in China, and during their online visits of the Dutch market. Their intention is to get inspired, bring products of newest designs, that are unique and for a reasonable price which causes a high demand for their goods all over Slovakia, even though the competition is high.

Starting off with cut and potted flowers from Netherlands and other parts of the world. Their warehouse is filled with a bulk of different types of flowers which are available to everyone. Only business partners are provided with an opportunity where EWALDS connects them with the supplier from Netherlands to place an order and once that is done, EWALDS delivers this order directly to them. Furthermore, they are distributing these flowers to many other flower shops all over Slovakia including their own Elizabeth where friendly shop assistants will take care of creating bouquets or wreaths out of them in matter of few minutes for the customer.

Part of the stock are as well over 3000 decorative interior accessories which are of timeless designs and colors. In addition, they offer handmade arrangements and the possibility of custom decoration according to customer's requirements. Customers have the possibility of acquiring these decorations online on their e-shop or directly in their warehouse and their stone store. Decorations are further divided into 6 main categories which are as followed:



**Figure 15: Main categories of products**

(Source: Own work, 2021)

**Price** - The company has a diverse price policy as it produces a very wide range of goods. During creation of prices there are several factors that are taken into

consideration such as prices of competition and coverage of expenses. The intentions of EWALDS are quite simple. Firstly, to be more attractive to end-consumers, they need to adjust the prices in such a way to be in the relatively same level as the prices of competition. Secondly, there is a necessity to check a coefficient to be able to cover all generated expenses and in addition to make a profit.

### Entrepreneurs

When it comes to prices EWALDS divides them into two levels. One slightly higher for companies or self-employed people and the other one, lower for the business partners. In order to be able to buy products for wholesale prices there are few conditions that need to be fulfilled which are as followed:

1. Subject needs to be self-employed or a company which will sell their products to end-consumers. (Florists, gift shops, catering services, etc.)
2. To obtain wholesale prices, the first purchase must be over 250€ without VAT at wholesale prices and an annual turnover of 2000€ without VAT.

The subject needs to register on the official website to get an approval, write an e-mail describing the manner of selling their goods and afterwards will be informed about the change of prices into wholesale ones.

### End-consumers

End-consumers are given retail prices which tend to be a little bit higher however EWALDS cares about their customers a great deal thus organizes various sales such as during Black Friday or a New Year furthermore if a person is a regular customer, he/she will get a 10% off of every purchase made.

**Place** - The accessibility of places where customers may see the product selection as well affects the customer satisfaction. Currently EWALDS owns one big warehouse located on Matuškovská 1413/17 in Matúškovo near Galanta, as mentioned before, a big part of this warehouse is designed as showrooms with an area of 700 m<sup>2</sup>.



Customers have the opportunity to see the products fully arranged in the space for a better imagination and they may buy all the products right there. Accessibility from the railway station in Galanta is about 4 minutes by car and 16 minutes when taking a walk.

Furthermore, they own a stone flower store Elizabeth which is also located in the center of Galanta on Šafárikova 1524/44, right next to the grocery store Billa. This provides the store with a higher frequency of footsteps as hundreds of people pass by every day. Billa provides a rather large parking lot where customers of Elizabeth may park their cars which might come across as convenient. Accessibility from the railway station in Galanta is about 3 minutes by car and 11 minutes when taking a walk. You are as well welcome to come any time during open hours which are as followed:

**Monday: 8:00 - 16:00,**

**Tuesday: 8:00 - 20:00,**

**Wednesday: 8:00 - 16:00,**

**Thursday: 8:00 - 16:00,**

**Friday: 8:00 - 20:00,**

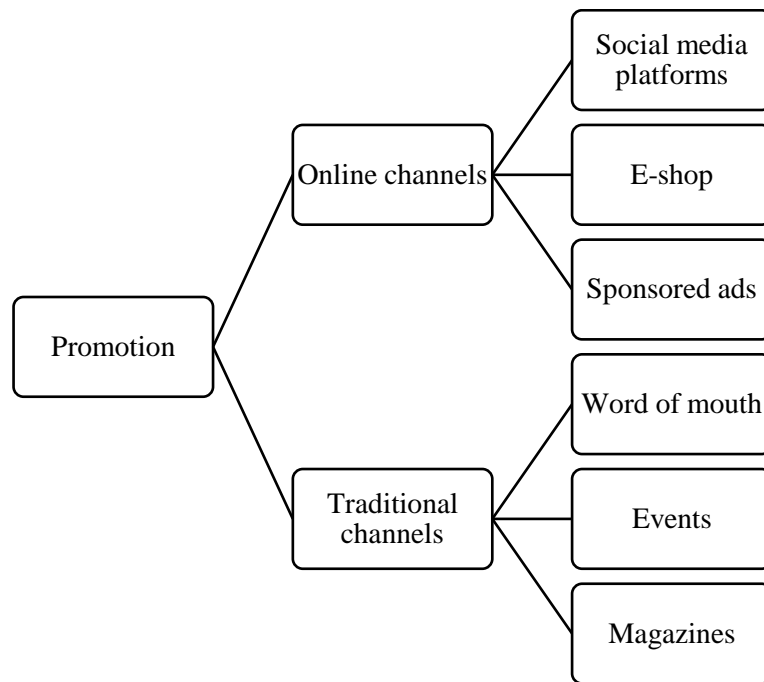
**Saturday - Sunday: Closed**



**Figure 16: Location of stone flower shop Elizabeth and EWALDS s.r.o warehouse**

(Source: Google maps, 2021)

**Promotion** - The promotion part may be divided into following **two sections**.



**Figure 17: Types of promotion of EWALDS**

(Source: Own work, 2021)

Online channels - This age has given an opportunity to companies to touch a wide audience of customers through online world. EWALDS has been reaching out to them for many years via several ways.

One of their key approaches is being active on social media platforms such as **Facebook** and **Instagram** where they are regularly posting their new-coming goods, notifying customers about latest updates, and organizing numerous events or give-aways to keep them on their toes. On Facebook, currently, 10 295 people clicked on the button "I like it" which implies that they are watching the posts. Moving on to **Pinterest** which is full of their inspirations on how to decorate your own home where they include their own products that a customer might find afterwards on their e-shop or in person in their store. **YouTube** is also used for showing various products on the camera to give people sort of a live picture of their goods. Another way of promotion

which they apply is through **E-mailing** (also known as nurturing of customers) which is very beneficial for keeping existing customers and making them repeat the purchase. They are sending out e-mails about their new-coming goods, events and discounts on regular basis thus always keeping in touch with them, so the customers will not forget to do a business with them.

It is worth mentioning their very successful **website** with an **e-shop** that is full of valuable information such as the location of their store and a warehouse, contact details, their blog and news section, and of course a display of all the products that encourage the customer to buy them immediately online. Customers may buy products on delivery or pay instantly by card. EWALDS has only one payment gateway called **Besteron**.

Lastly, they are using **sponsored ads** by which they are boosting a lead generation visiting their e-shop and social media accounts. The data is managed by their expert in marketing who later reports it to the head of the company and following steps aimed to improve their marketing efforts are arranged.

Traditional channels - One of the key channels EWALDS relies on is the positive **word of mouth** spread by satisfied customers. As already mentioned before, EWALDS presents themselves by the quality job they do rather than placing too many advertisements all over the place. Word of mouth gives customers that extra trust in the company as their friends and family are recommending the goods to them themselves. Second traditional channel used are **events** where EWALDS decorates the premises therefore any potential customers present on the event might see the products already arranged in a nice way. They may get inspired and later check them out on their e-shop and order some for themselves. Third in a row would be publishing articles in **magazines** such as Pekné bývanie which are usually accompanied by pictures of their goods and link to their e-shop. Customers can read about EWALDS, give a glance at the pictures and again look them up online. By sticking even to some traditional channels, although not too many, EWALDS can attract more customers, even the ones that do not use online channels.

**Table 14: Analysis of marketing mix**

	<b>Forces</b>	<b>Characteristics of weaknesses</b>	<b>Importance (1-5)</b>	<b>Characteristics of strengths</b>	<b>Importance (1-5)</b>
<b>Marketing mix</b>	Product	Products stuck in the warehouse (sunk costs)	4	Wide range of products of newest designs and high quality from different parts of the world for a reasonable price.	4
	Price	None	None	Regular customers have 10% off in addition EWALDS organizes periodic sales such as Black Friday or New Year's sale.	3
	Place	Only one warehouse with <b>decorations</b> located in Galanta available for customers.	2	Showrooms (700 m <sup>2</sup> ) with all decorations beautifully arranged in the space.  Great location – western Slovakia with higher incomes	5  4
	Promotion	Some of the online platforms such as Instagram and YouTube are not used to their full potential in addition there are almost no traditional channels used.	5	Extensive range of online channels used to attract customers.	5

Source: Own work, 2021

## **2.5 Questionnaire**

There is a number of different methods of questioning available. For the practical part of my bachelor's thesis, I have chosen to use questionnaire method filled with questions concerning the satisfaction with several parameters and their importance from the view of a customer of the company EWALDS s.r.o.

I have created a questionnaire in electronic form which was afterwards distributed through a shared link among people who made a purchase in EWALDS in the past. The planned questionnaire survey took place within one month from 22.2.2021 until 10.4.2021 when I finished my research. The total number of completed questionnaires was 105.

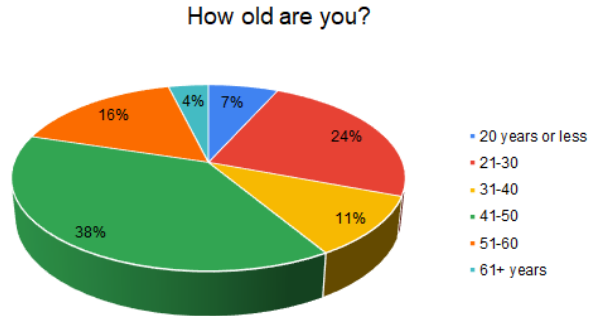
### **2.5.1 Questionnaire design**

The questionnaire consists of 39 questions and its purpose is to assess the satisfaction and importance of various parameters which greatly affect customers' attitudes towards satisfaction. The questionnaire thus contains questions with predetermined answer options in which customers had the opportunity to evaluate the level of customer satisfaction according to a specified scale which consisted of 10 points where 1 meant very unsatisfied and 10 meant very satisfied. The same approach was used when evaluating the importance of the parameters. The scale range was identical with the previous one, meaning 10 points where 1 meant not important at all and 10 meant very important.

Part of the questionnaire were as well 6 basic questions in the beginning, which explored customers' age, gender, region they come from, how they got familiar with brand EWALDS, how long they are a customer and finally how many kilometers they had to travel to purchase goods from EWALDS. For assessment of the questionnaire, I have used the importance – satisfaction model, arithmetic mean and lastly correlation analysis.

### 2.5.2 Questionnaire analysis

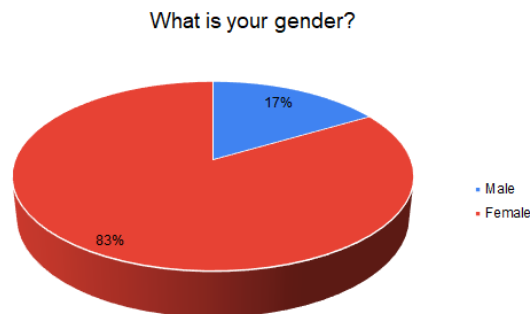
For the determination of sample of respondents of the questionnaire survey was used a method of quota sampling which has been already defined by the following variables:



**Graph 4: Age of the respondents**

(Source: Own work, 2021)

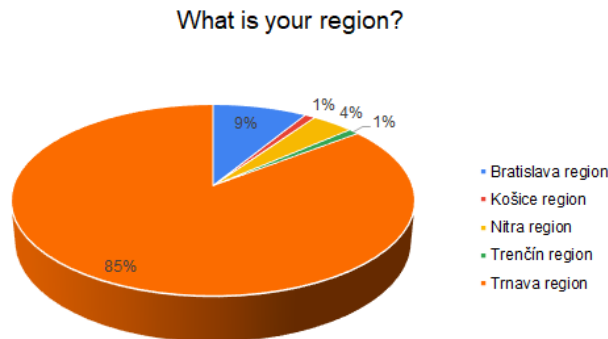
The graph 1 shows that the biggest number of respondents, specifically 40, fell under the age category between 41-50. Second biggest group of people, specifically 20 respondents fell under the age category between 21-30. These two groups together formed more than a half of all respondents which defined in percentage is 62,5% of people. Third in a row was a group of respondents in the age category between 51-60 with 17 respondents. The smallest representation had the remaining three groups which lag behind the before mentioned ones however it is necessary not to neglect them as they form a significant part of demand of Ewalds company.



**Graph 5: Gender of respondents**

(Source: Own work, 2021)

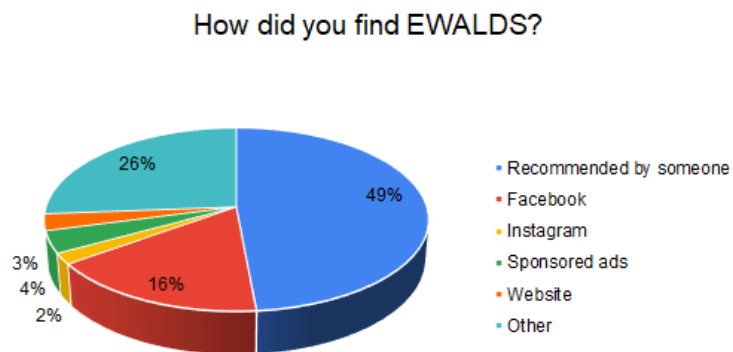
Out of the total number of 105 respondents, 88 were women and 17 were men. This indicates a significant predominance of women.



**Graph 6: Region of respondents**

(Source: Own work, 2021)

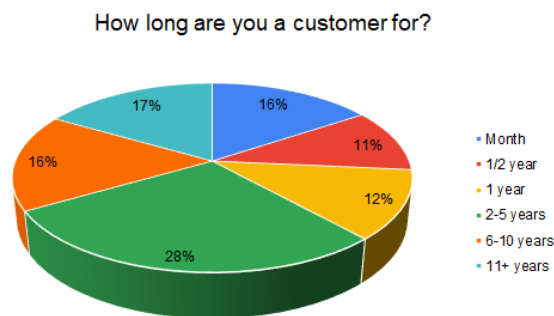
The largest group of respondents, to be exact 88 or 84,6% comes from Trnava region which was expected as the company has only 2 stores both of which are located in Galanta, Trnava region. The second largest group is formed by 9,6% of people from Bratislava region. The remained small percentage of people comes from the rest of the mentioned regions.



**Graph 7: Sources through which respondents found out about EWALDS**

(Source: Own work, 2021)

The purpose of this question was to find out how the customers discovered the EWALDS brand. In most of the cases respondents were recommended to purchase goods from this company. This makes 49% of respondents therefore it is implied that the most effective form of advertisement for this brand is a positive word-of-mouth from satisfied customers. The second most popular answer was "otherwise" which was selected by 26% of respondents. As each customer had a different encounter with the brand there was a possibility, they have gotten familiar with-it other way not mentioned in the options. Third biggest category was Facebook which was selected by 16,3% of respondents which indicates that this is their most functional and active social media site which actually encourages sales conversions. Some of the respondents also chose the option of website (i.e., 2,9%), for Instagram it was 1,9% and lastly option of sponsored ads which was selected by 3,8% of respondents.



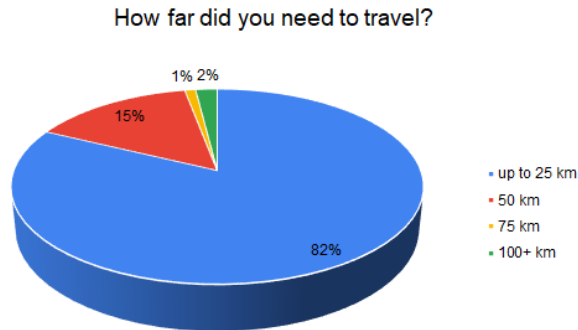
**Graph 8: The length of time respondents have been a customer of EWALDS**

(Source: Own work, 2021)

More than half of the respondents stated that they have been customers of EWALDS more than 2 years. Specifically, 28,2% have been customers between 2-5 years, 16,5% have been customers between 6-10 years and finally 16,5% stated they have been customers more than 11 years. From these data we may assume that EWALDS tries to take care of their existing customers and retain them. Apparently, they are satisfied with their products and services. Rest of the respondents have found out about EWALDS in the period of last year, specifically 12,6% have been customers for a year, 10,7% have been customers only half a year and lastly 15,5% have been customers



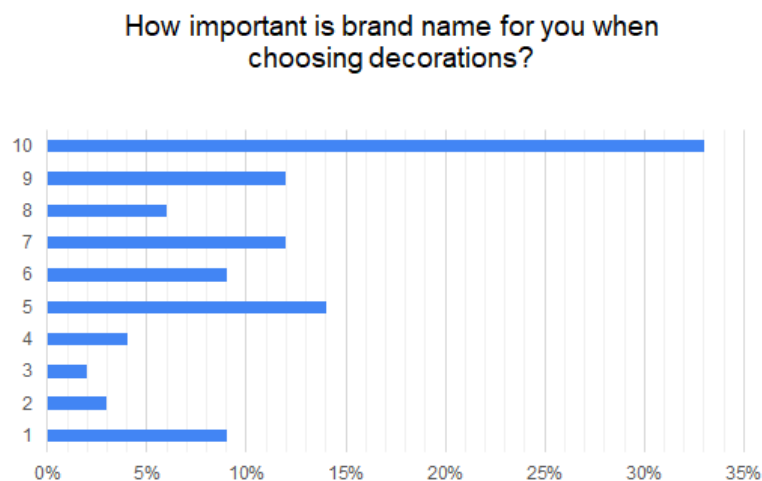
only a month. As they have managed to acquire a quite considerable number of customers in the last month, we may assume their range of products are very appealing to leads.



**Graph 9: The distance in km respondents travel to EWALDS**

(Source: Own work, 2021)

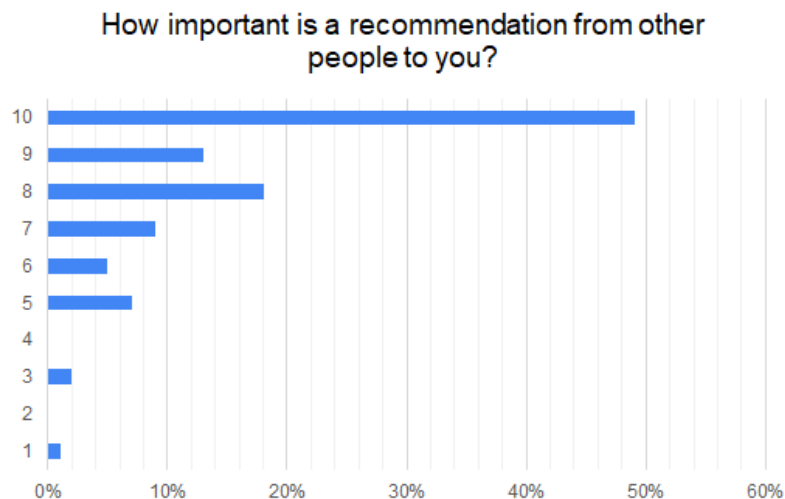
The above displayed pie chart shows how far customers had to travel to the seller in km. Most of the respondents (i.e., 82,4%) stated that they travelled within 25 km. Second still quite large category (i.e., 14,7%) selected the option of 50 km. Only 2% came from the distance of more than 100 km and 1% within 75 km. These data were quite obvious because the brand has only 2 stores located in Galanta thus people from afar do not have the motivation to travel so many km since their products are available as well online.



**Graph 10: The importance of brand name during selection of decorations**

(Source: Own work, 2021)

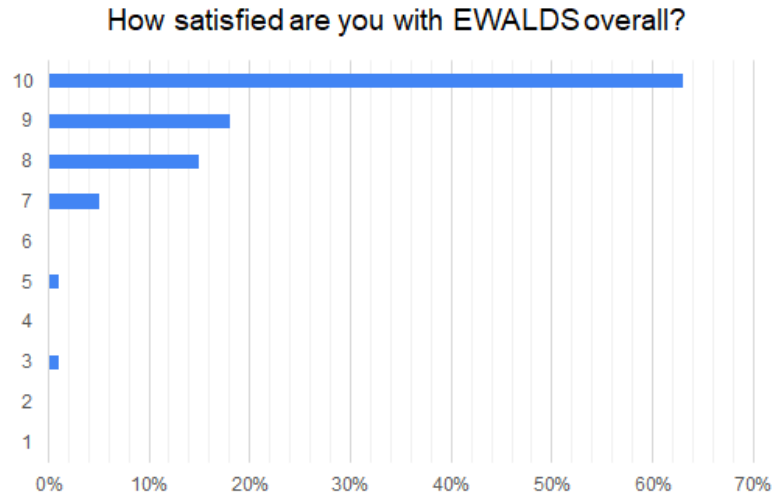
This question apparently evoked in each respondent a different emotion as the answers received varied and each point in the scale was represented by a certain number of people. Majority of the respondents meaning 57,7% selected points between 6-10 on the scale, out of which 31,7% selected point 10 thus expressing that brand is truly important for them during selection of decorations. 13,5% of respondents found themselves right in the middle of a scale on point 5 which seemingly means they are not sure whether brand matters to them or not. There could have been found respondents as well, to be exact 8,7% who chose point 1 because the brand seems to be of no importance in selection of decorations.



**Graph 11: The importance of recommendation from people in their surroundings**

(Source: Own work, 2021)

In the above shown bar chart 90,4% of respondents selected points between 6-10 on the scale (1 being not important at all and 10 being very important), out of which 47,1% of respondents selected point 10 which again implies that recommendation from close people in their surroundings is very meaningful to them and highly influences their choice of brand.



**Graph 12: The overall satisfaction of customers with the brand**

(Source: Own work, 2021)

The results of this bar chart make a positive impression as all of the respondents selected points from 7 upwards on the scale thus expressing their high overall satisfaction with EWALDS. 59,8% out of it picked out point 10, 17,6% picked point 9, 14,6% picked out point 8 and finally only 4,9% chose point 7.

### **Importance – Satisfaction model**

Part of the questionnaire were specific questions which were used below to determine the relationship between satisfaction and importance of areas of services provided by EWALDS s.r.o. For such analysis there was a need for creation of a **decision matrix** which contained all monitored elements. The first step in the process was a creation of a **table with arithmetical means** of questions connected to satisfaction in the first row and as well questions connected to importance in the second row. The **satisfaction** was projected on the **x-axis** and **importance** was naturally projected on **y-axis**. All of these arithmetical values were then inserted into a matrix with four quadrants. Last step was to find out the **middle point** of the matrix. Here was selected the highest and lowest arithmetical mean of satisfaction and also importance. The formula used for calculation of the middle point is as followed:  **$(\text{max} - \text{min})/2$** .

**Table 15: List of the factors**

<b>F1</b> Range of products	<b>F8</b> Showrooms and environment of the stock	<b>F15</b> Price
<b>F2</b> Availability of stores	<b>F9</b> Opening hours	<b>F16</b> Speed of delivery
<b>F3</b> Range of services	<b>F10</b> Payment conditions	<b>F17</b> Number of distribution channels
<b>F4</b> Discount system	<b>F11</b> Availability of relevant information about products	<b>F18</b> Pre-sales communication
<b>F5</b> System of ordering	<b>F12</b> Quality of products	<b>F19</b> Communication after the sale
<b>F6</b> Image and presentation of company	<b>F13</b> Reclamation service	
<b>F7</b> Manner of performance and expertise of employees	<b>F14</b> Design of the brand	

Source: Own work, 2021

**Determination of axis of importance and satisfaction****Table 16: Arithmetical mean of questions n. 7-20**

Importance – Satisfaction model	<b>F1</b>	<b>F2</b>	<b>F3</b>	<b>F4</b>	<b>F5</b>	<b>F6</b>	<b>F7</b>
Satisfaction - average value – x axis	9.2	8.75	9.2	7.81	8.82	9.13	9.19
Importance - average value – y axis	8.87	8.52	8.85	8.19	8.45	8.42	9.26

Source: Own work, 2021

**Table 17: Arithmetical mean of questions n. 21-35 (except for the question n. 33)**

Importance - Satisfaction model	<b>F8</b>	<b>F9</b>	<b>F10</b>	<b>F11</b>	<b>F12</b>	<b>F13</b>	<b>F14</b>
Satisfaction - average value – x axis	9.16	9.12	9.30	8.84	9.32	8.94	9.30
Importance - average value – y axis	8.72	8.74	8.95	8.92	9.42	8.99	8.71

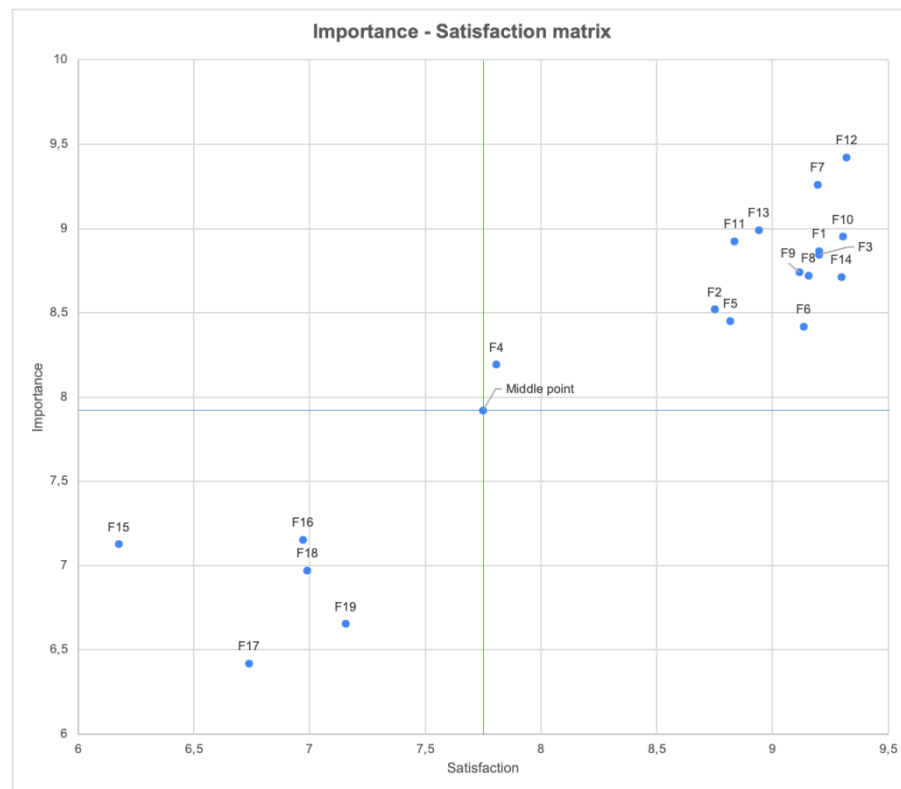
Source: Own work, 2021

**Table 18: Arithmetical mean of questions n. 38 and 39**

Importance - Satisfaction model	F15	F16	F17	F18	F19
Satisfaction - average value – x axis	6.17	6.97	6.74	6.99	7.16
Importance - average value – y axis	7.13	7.15	6.42	6.97	6.65

Source: Own work, 2021

### Importance - Satisfaction matrix



**Graph 13: Importance – Satisfaction matrix**

(Source: Own work, 2021)

From the decision matrix shown above is clear that in the quadrant of highest satisfaction and importance (**2<sup>nd</sup> quadrant**) are placed the **first 14 elements** displayed in the graph. Among these we may find current range of products, quality of products, manner of performance and expertise of employees, payment conditions, ordering system on the internet and so forth. Elements in this quadrant are characterized as

having the highest importance from the point of view of a customer and at the same time the company managed to satisfy needs of customers in these areas on a rather great level. The element which reached the **highest importance and satisfaction was quality of products.**

Based on the answers from questionnaires there were no elements to be found in quadrant with high importance and low satisfaction (**1<sup>st</sup> quadrant**) and as well in the quadrant with high satisfaction and low importance (**4<sup>th</sup> quadrant**). In contrary, quadrant with the low importance and low satisfaction (**3<sup>rd</sup> quadrant**) was filled with elements such as price, speed of delivery, number of distribution channels, pre-sales communication and communication after the sale. It was apparent that customers were a little bit less satisfied with these aspects of the company however they also did not care about them as much when conducting a purchase from EWALDS. The element with **lowest satisfaction and lowest importance was the number of distribution channels.**

### **Correlation analysis**

To choose the right correlation coefficient that measures the strength of the dependence, we must first verify the normal distribution of data for each question on satisfaction. I have performed the test at the significance level of 0,05.

**Table 19: Results of Shapiro-Wilk test**

	SW test	p-value
<b>F10</b> How satisfied are you with the payment conditions?	0,6159	0
<b>F8</b> How satisfied are you with showrooms and the environment of the stock?	0,6301	0
<b>F12</b> How satisfied are you with the quality of products?	0,6448	0
<b>F7</b> How satisfied are you with the manner of performance and expertise of employees?	0,6642	0
<b>F13</b> How satisfied are you with the reclamation service?	0,6673	0
<b>F9</b> How satisfied are you with opening hours?	0,68	0
<b>F14</b> How satisfied are you with the design of the brand?	0,6893	0
<b>F6</b> How satisfied are you with the image and presentation of the brand?	0,6971	0
<b>F3</b> How satisfied are you with the range of services?	0,7177	0
<b>F5</b> How satisfied are you with the ordering system on the internet?	0,7419	0
<b>F11</b> How satisfied are you with the availability of relevant information about products?	0,7702	0
<b>F2</b> How satisfied are you with the availability of stores?	0,7999	0
<b>F19</b> How satisfied are you with following parameters? [Communication after the sale]	0,8208	0
<b>F16</b> How satisfied are you with following parameters? [Delivery speed]	0,832	0
<b>F18</b> How satisfied are you with following parameters? [Pre-sales communication]	0,8369	0
<b>F17</b> How satisfied are you with following parameters? [Number of distribution channels]	0,8673	0
<b>F4</b> How satisfied are you with the discount system?	0,8703	0
<b>F15</b> How satisfied are you with following parameters? [Price]	0,9127	0
33. What is your overall satisfaction with the brand EWALDS?	0,6611	0

Source: Own work, 2021

All the data do not come from a normal distribution ( $p < 0,05$ ). For verification of the relationship of individual items with the overall satisfaction, I have chosen nonparametric Spearman correlation coefficients and their tests of significance.

**Table 20: Spearman correlation coefficients**

Variable	33. What is your overall satisfaction with the brand EWALDS? Correlation markings are significant at $p < 0,050$
<b>F12</b> How satisfied are you with the quality of products?	0,646
<b>F8</b> How satisfied are you with showrooms and the environment of the stock?	0,638
<b>F14</b> How satisfied are you with the design of the brand?	0,633
<b>F6</b> How satisfied are you with the image and presentation of the brand?	0,628
<b>F13</b> How satisfied are you with the reclamation service?	0,589
<b>F3</b> How satisfied are you with the range of services?	0,547
<b>F9</b> How satisfied are you with opening hours?	0,547
<b>F10</b> How satisfied are you with the payment conditions?	0,523
<b>F11</b> How satisfied are you with the availability of relevant information about products?	0,491
<b>F2</b> How satisfied are you with the availability of stores?	0,479
<b>F7</b> How satisfied are you with the manner of performance and expertise of employees?	0,454
<b>F4</b> How satisfied are you with the discount system?	0,450
<b>F5</b> How satisfied are you with the ordering system on the internet?	0,450
<b>F15</b> How satisfied are you with following parameters? [Price]	0,230
<b>F18</b> How satisfied are you with following parameters? [Pre-sales communication]	0,217
<b>F19</b> How satisfied are you with following parameters? [Communication after the sale]	0,200
<b>F16</b> How satisfied are you with following parameters? [Delivery speed]	0,186
<b>F17</b> How satisfied are you with following parameters? [Number of distribution channels]	0,178

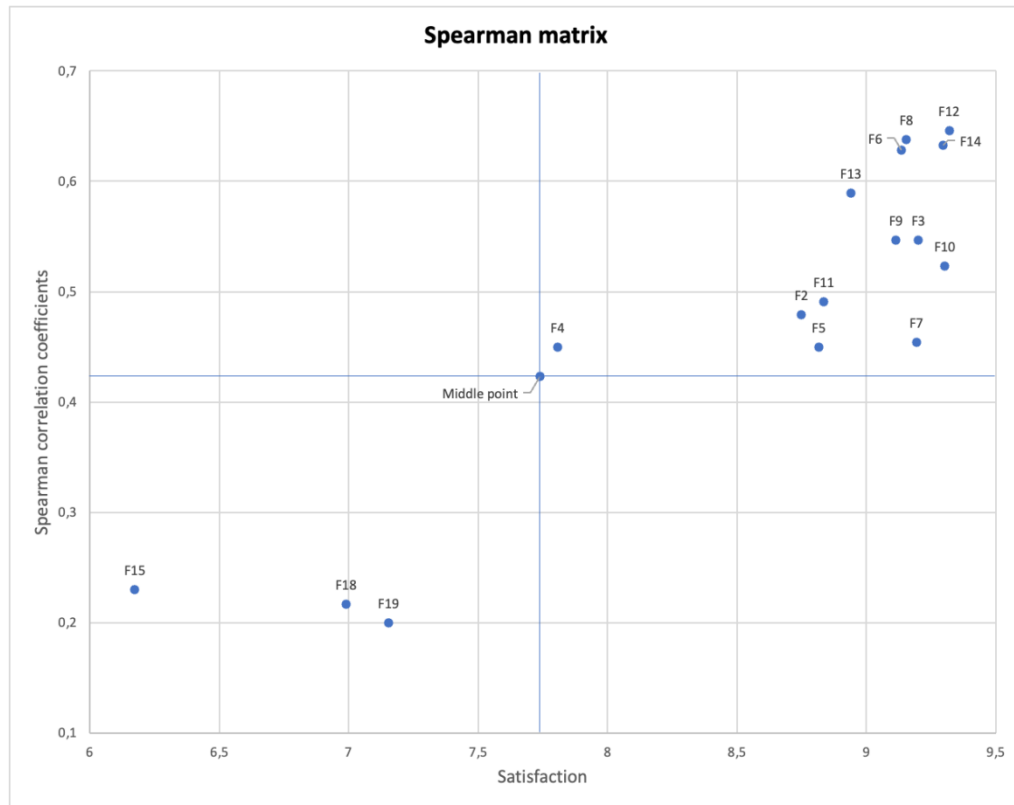
Source: Own work, 2021

All the items can be evaluated for overall satisfaction except for the speed of delivery and the number of distribution channels. The correlation coefficients marked in red are statistically significant. The P-value of their significance test was less than 0,05. The most significant impact on the evaluation of satisfaction has the evaluation of



satisfaction with the quality of products. The smallest impact on the other hand but still very important on the evaluation of satisfaction has the communication after the sale.

### Spearman matrix



**Graph 14: Spearman matrix**

(Source: Own work, 2021)

Based on the previously acquired correlation coefficients a Spearman matrix was created. The matrix was once again divided into 4 quadrants where x-axis was represented by satisfaction and y-axis was represented by Spearman correlation coefficients. Using this method, **no more** factors with low satisfaction and high importance emerged.

## **2.6 SWOT**

The SWOT matrix is a tool for analysis of the internal and external environment of the company based on strengths, weaknesses, opportunities and threats. The factors which were prepared by me in advance were afterwards evaluated by 2 other people, the owner of the firm EWALDS and the economist.

**Table 21: SWOT analysis of EWALDS**

<b>SWOT analysis</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• The owner is not afraid to risk (5)</li> <li>• Individual approach to customers (5)</li> <li>• Carefully chosen goods - based on latest trends (4)</li> <li>• Long tradition and profitability of the firm (5)</li> <li>• Great location of company - western Slovakia with higher incomes (4)</li> <li>• Showrooms (5)</li> <li>• Design and functionality of the website (4)</li> </ul>	<ul style="list-style-type: none"> <li>• Poor system for complaint procedure (5)</li> <li>• Lack of employees dealing with customer support (5)</li> <li>• Inefficient communication between employees/departments (5)</li> <li>• Some online platforms (Instagram, YouTube) not used to full potential (5)</li> <li>• Products stuck in warehouse (sinking costs) (4)</li> <li>• Price (5)</li> <li>• Discount system (5)</li> <li>• Delivery speed (5)</li> <li>• Pre-sales communication (5)</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Focus more on accessory range of products - searching for new suppliers (4)</li> <li>• Opportunity to expand onto new markets after crisis (5)</li> <li>• Fairs and exhibitions - acquiring new suppliers (5)</li> <li>• Perfection of website – responsive design of the web (4)</li> </ul>	<ul style="list-style-type: none"> <li>• Negative impact of Covid-19 on financial results of the company – change of customer priorities (5)</li> <li>• Due to high competition, the pressure on accompanying services is increasing (4)</li> <li>• Higher prices for maritime transport – lower turnover (5)</li> <li>• Globalization - threat of entry of new competitors from abroad (4)</li> </ul>

Source: Own work, 2021

### 3 OWN PROPOSALS FOR SOLUTIONS

In the last part of this bachelor's thesis, I will focus on the possible suggestions towards the company EWALDS s.r.o. in order to increase their current level of customer satisfaction. The following proposals are based on the analyzes of internal and external factors and own research conducted in the previous part. These analyzes were afterwards summed up in SWOT analysis.

Although the questionnaire survey results were quite favorable, it should be in each company's best interest to continuously improve their services. Thus, the aim of mine will be to take into consideration all the factors which obtained a lower score and focus on their improvement. According to Hill, there are two types of factors as mentioned in the theoretical part. "Derived importance" are statistically derived factors from Spearman's analysis and among these belong **F4 – discount system, F15 - price and F18 – pre-sales communication**. "Givens", on the other hand, are factors very important from the point of view of a customer even though not statistically and here belongs **F16 – delivery speed**. Each of these factors is marked with the highest importance (5) in the weaknesses area in the SWOT analysis.

Therefore, my own proposals will be focused on the following aspects of the company EWALDS s.r.o.:

- **Pre-sales communication**
- **Discount system**
- **Price**
- **Delivery speed**

### 3.1 Pre-sales communication

Based on the results acquired from performed analyzes it was crystal clear that one of the factors which might use a little bit of enhancement would be pre-sales communication. I assumed that possible causes of this factor getting a lower score after a thorough study of company's marketing efforts might be due to in-efficient digital marketing strategies such as weak engagement of the company with potential customers on a variety of social media platforms and their website.

#### 3.1.1 Proposal for improvement

Creation of strong relationships with company's customers through social media platforms should be a very crucial step for EWALDS because if performed well it might boost sales conversions. Company currently manages several platforms such as Facebook as their main platform creating connection with customers, then follows Instagram which although possesses a significant number of followers majorly lacks activity, Youtube with a limited number of videos in addition is useless in their case and lastly their website which after thorough research misses regular posts in the section of blogs and news.

Social media management is a rather complex job which includes wide variety of tasks therefore I propose to hire a **self-employed person** who would be paid hourly. He/she would need to have experience in digital marketing, social media management and writing itself, ideally a fresh blood who would take care of all the platforms to be always up to date. Their scope of work would include:

- Management of Facebook and Instagram – interaction with customers in form of posts, stories on everyday basis and their engagement in company events and activities, answering possible questions and reaction to comments
- Website blog and news management – adding regular content which would afterwards be shared on social media– creation of articles for the blog section that would answer FAQ from various interest groups on Facebook connected to

company's business and creation of articles about latest trends in their industry for the news section

The self-employed worker would not have to be present at the company as this job could be done from home office. There would be regular meetings every 2 weeks on Friday to discuss the plans for upcoming weeks. For each meeting he would have to prepare a list of activities that would be summarized in calendar of a website specially designed for automation of social media posts such as Hootsuite or Workflow. The pricing for enterprises is unfortunately not published as EWALDS would have to contact one of these companies to get a tailor-made offer.

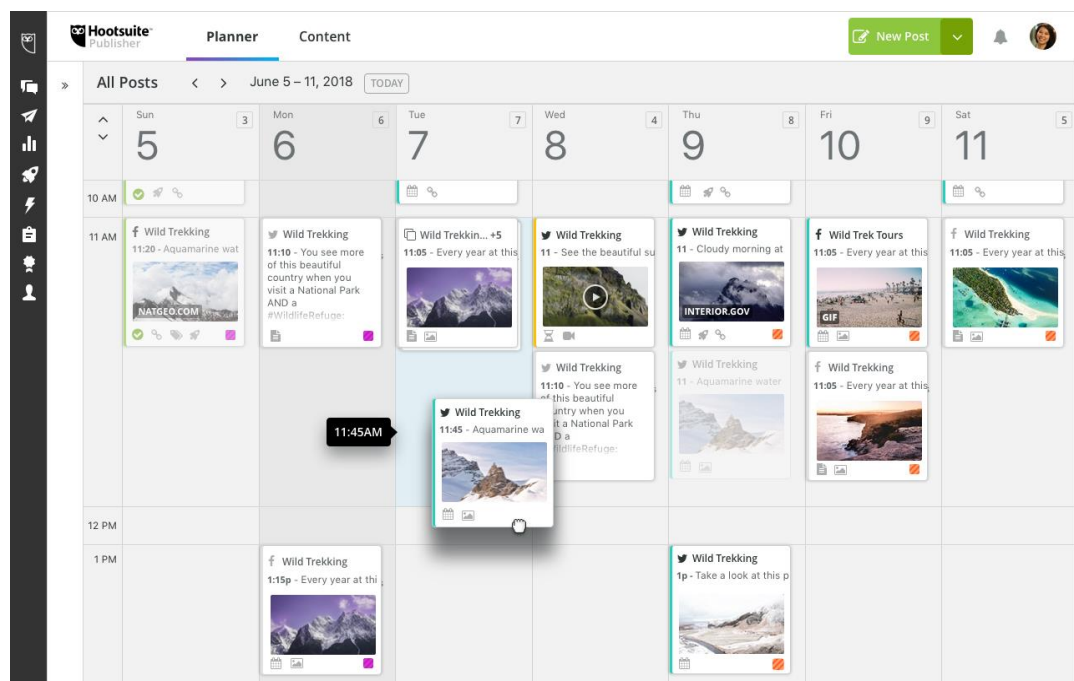


Figure 18: Example of a Hootsuite calendar

(Source: Hootsuite, 2021)

Furthermore, the self-employed worker would be granted an access to company's Google Analytics and Facebook Business Suite to prepare a **report and its presentation** to inform the owner about the success of his endeavors from previous weeks. The tables below show proposals of such reports. The company has not provided me with the current data therefore my proposal would be to **ideally increase**

**all the values by 25% in a matter of the first year** and then each year after increasing it by 10%. This will be possible not only by being active on these social media platforms but also by organizing various giveaways and competitions which encourage engagement.

To be a bit more exact the ideal **bounce rate** of the website would be under 40%, the ideal **session duration** would be between 3-5 minutes, standard **page per session** would be 2. When talking about number of **page likes on Facebook**, ideal increase during the first year would be approximately 2000 likes. In case of **Instagram**, it would be 3000 followers because once the company starts uploading regular content the more people will see it thanks to Instagram algorithms, thus more people may start to follow their profile.

**Table 22: Report of website statistics**

<b>The report includes KPIs for the website</b>	<b>Direction ↑ (increasing) ↓ (decreasing) (in %)</b>
<b>Sessions and users</b> (users, page views, bounce rate, page per session, session duration and more)	↑/↓ number %
<b>Goal completions and conversions</b> (goal conversion rate, first interaction conversion, last interaction conversion, assisted conversions)	↑/↓ number %
<b>Channel performance</b> (traffic sources, channel, source, medium)	↑/↓ number %
<b>Landing page</b> (landing page sessions, conversion rate, revenue metrics, bounce rate, page load time)	↑/↓ number %
<b>Ecommerce transactions</b> (conversion rate, transactions, revenue, avg order value, unique purchases)	↑/↓ number %

Source: Own work, 2021

**Table 23: Report of social media statistics**

<b>The report includes KPIs for the social media</b>	<b>Direction    ↑    (increasing)    ↓ (decreasing) (in %)</b>
<b>Likes and followers</b> (page likes, new likes, follower growth)	↑/↓ number %
<b>Impressions and reach</b>	↑/↓ number %
<b>Engagement rate</b> (likes, shares, comments, clicks)	↑/↓ number %
<b>Top performing posts</b> (engagement and engagement rate, likes, reach)	↑/↓ number %
<b>Profile visits</b>	↑/↓ number %

Source: Own work, 2021

The social media, blog and news management details are shown below in the table which includes data of estimated time intensity of the job, financial aspect based on similar offers presented on Profesia.sk – platform with job offerings and finally authorized person who will be responsible for the conduction of the job.

**Table 24: Social media, blog and news management costs**

Time intensity of the job	15 h/week
Financial aspect	6,50€/hour
Authorized person	Self-employed worker
<b>Total costs</b>	<b>429 €</b>

Source: Own work, 2021

This proposal should strengthen the relationship between the company and its existing customers and encourage a generation of new leads visiting their e-shop by keeping in touch on everyday basis through these social media platforms and through helpful articles of their blog and news section. Once the relationship is established, whenever the customer thinks of buying decorations, EWALDS will be on top of their mind, which might eventually lead to an increase in sales conversions.



## **3.2 Discount system**

Discount system of the company was the second factor evaluated with a slightly lower score and from the external point of view seemed quite unspecific. The owner of the company claims that frequent customers usually get 10% off the purchases however how does one define a regular customer?

### **3.2.1 Proposal for improvement**

In order to make it perfectly clear for anyone, I propose to implement a reward system that would be tailor-made for EWALDS. The working of the system including all the conditions would be published on the company's e-shop under the section "Discount" to be visible for all customers. Based on the fact this company is a small business, implementation of a complex system usually comes rather expensive because it requires external company for installation of a special software however there is one additional technique that is a proven and inexpensive way of tracking rewards for customers, and it is stamp cards.

For shopping in their stone stores, every customer would receive a paper card with the logo of the company and 5 empty spots. After each purchase over 25€ they would receive a stamp and once they have collected all 5 stamps, their next purchase would be 10%-15% off. This card would apply both for fresh flowers and decorative assortment of products. For implementation of such system, it would be necessary to hire a graphic designer who would propose the design of the cards and afterwards produce them in an electronic form. Then the cards would have to be printed out and delivered to their warehouse and a flower store. The last item necessary would be a stamp.

The amount of 500 stamp cards will be distributed to 2 places, the warehouse and the store Elizabeth, each of which will receive 250 cards. The quantity however will be approximately regulated for each place according to the number of customers visiting. The quantification of costs is shown in the following table including price for 2 stamps

and the design of the cards by graphic designer. The costs were calculated based on the offers of companies. (Jaspravím, 2021; letaky4U, 2021; 123 PECIATKY, 2021)

**Table 25: Required items for implementation of the reward system into stores**

	<b>Amount (pieces)</b>	<b>Delivery (days)</b>	<b>Financial aspect (€)</b>
Design of the cards	1	3	29 €
Card printing	500	2	0,07 €
Stamps	2	1	10,60 €
<b>Total costs</b>			<b>85,20 €</b>

Source: Own work, 2021

For shopping online on the e-shop of the company, the method would be slightly different. In order to implement it, EWALDS would need to hire a computer programmer that would program the system in way so that for each payment over 25€ it would record and save the data from the transaction and once the customer performs the fifth payment over already established price, the website would capture it and generate a code which the customer would be able to apply for the next purchase and it would lower the final price of the order by 10%-15%. The code would be automatically sent out to the e-mail address of the customer as well. Based on the conversation with a **specialist/computer programmer** the estimated time for website adjustments was set for 1 hour, and in the table below are shown costs which were again based on the offers of companies. (Itprofi servis s.r.o., 2017)

**Table 26: Implementation of the reward system for e-shop**

Time intensity of the job	1h
Financial aspect	40€/h
Authorized person	Computer programmer
<b>Total costs</b>	<b>40€</b>

Source: Own work, 2021

This proposal is supposed to make the discount system clear and available for any customer without exceptions. It is beneficial for both sides as customers will get the desired discount which encourages them to perform the 4 purchases over 25€ before

gaining it and repeat the process again and again, which essentially increases the company's sales conversions and increases the satisfaction of their customers.

### **3.3 Delivery speed**

The speed of delivery of goods is one of the criteria of customers when choosing an online store. According to the website of EWALDS, their speed of delivery is only one day however it seems from the pre-performed analyzes of the importance-satisfaction model that customers do not rate this aspect of the company with a very high score. This fact suggests that customers could have had a problem with the courier or condition of the consignment once the customer received it. There are however other delivery options that the company may implement not only because of the possible issues but also for offering them an option of choice.

#### **3.3.1 Proposal for improvement**

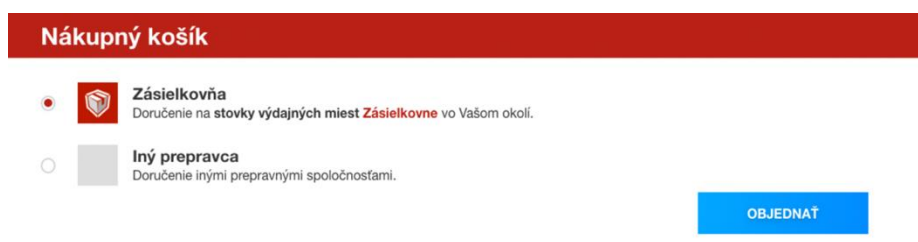
My proposal would be to start a cooperation with Zásielkovňa which is a new cheaper way of delivering goods to customers or actually to dispensing points in the Zásielkovňa network. Customers would not have wait in queues such as at post office and they would not have to wait endless hours for the courier as well. It will be up to them to decide when and where to pick up the goods. They will be able to check out the goods at the pick-up point and pay in cash right at the spot.

According to my latest research a company needs to register its e-shop on the official site of Zásielkovňa to establish a cooperation. In order to make it entirely clear for the customer, company needs to follow a few steps which are:

- Add the emblem (symbol) of Zásielkovňa to the shopping basket with a short description of the time of delivery as this fact is very important to customers
- In order for a customer to choose a pick-up point, use a widget of Zásielkovňa which has up-to-date information on the availability of dispensing points and implement the widget to the e-shop for customers to see. The so called “Z-POINTS” are updated daily including opening hours, location, card payment and capacity.

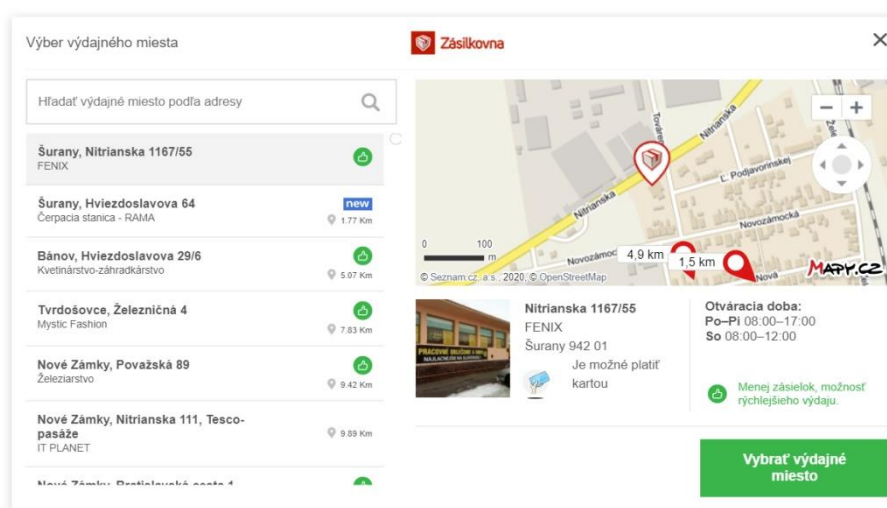
- Helpful would be also an establishment of subpage to inform customers on how the delivery through Zásielkovňa works. This could be conducted by publishing already prepared infographics from Zásielkovňa or simply explaining the process in a short text so that customers will not be confused with this new option of delivery.

For implementation of Zásielkovňa option to the e-shop, it will be necessary to hire a computer programmer to incorporate it into the delivery options, then add the widget with the “Z-POINTS” and lastly create a subpage with the information about this delivery company. The figures below show a visual representation of how it would look like once implemented on the e-shop. Zásielkovňa also offers their exact instructions for programming these features, thus the estimated time for the job would be around 6 hours.



**Figure 19: Example of Zásielkovňa option implemented in delivery options of e-shop**

(Source: Zásielkovňa, 2021)



**Figure 20: Widget with the „Z-POINTS“ for e-shop – design seen by customer**

(Source: Daniel Kubinský, 2021)



Figure 21: Infographics provided by Zásielkovňa for e-shops

(Source: Zásielkovňa, 2021)

Table 27: Implementation of the new delivery option to e-shop

Time intensity of the job	6h
Financial aspect	40€/h
Authorized person	Computer programmer
<b>Total costs</b>	<b>240€</b>

Source: Own work, 2021

This proposal is supposed to give customers a wider variety of delivery options to choose from. It will be up to them at what time and place they will pick up their consignment which will support the fact that EWALDS cares about the convenience of their customers therefore it might increase their satisfaction with this aspect of the company.

### 3.4 Price

Last factor which popped up as slightly less satisfactory for customers is a price for products. Although it also does not seem very important to them either, there are several adjustments which would make it seem more appealing to customer few of which will be further developed below.

#### 3.4.1 Proposal for improvement

The proposal would be connected to changing the leading digits because they have a significant impact on whether the price is perceived as affordable or expensive. As a result of human brain paying a large attention to the digits of the price located more to the left side and not really to those that follow after the decimal point, EWALDS could make the price seem lower by decreasing the leading digits for example from 5,00€ to 4,99€. Another strategy would be to make the digits after the decimal point smaller therefore less significant and amplify the digits on the left side. Lastly, making the € sign smaller therefore also less important. See all changes performed in the figure below.



**Figure 22: Modification of the price design**

(Source: Ewalds s.r.o., 2021)

For these changes to happen, the company needs to hire a computer programmer to change the look of the digits under the products. In the following table is also defined an estimated time and price.

**Table 28: Change of the design of price digits**

Time intensity of the job	1h
Financial aspect	40€/h
Authorized person	Computer programmer
<b>Total costs</b>	<b>40€</b>

Source: Own work, 2021

Thanks to the modification of the design of the digits on the website, people will be more eager to buy certain products as the price will seem more acceptable to them which might essentially increase the satisfaction of customers with this aspect as well.



### 3.5 Customer satisfaction research

To ensure that customer satisfaction of EWALDS s.r.o. is on the way of constant increase, it is necessary to meet the wishes of customers therefore I would suggest the company to conduct **regular surveys** to find out whether the above-mentioned proposals had a positive impact on the satisfaction, what other enhancements would be welcomed or possibly what are some of the obstacles that could prevent customers from purchasing the company's products either in the store or online on their e-shop.

The survey would consist of several questions asking about various aspects of the company and afterwards distributed electronically through e-mail to approximately 100-200 customers who would evaluate the satisfaction with a particular aspect and rate its importance. The research would last 30-40 days and consequently would be assessed. The results would provide an open space for following proposals and other possible improvements. It is essential for the company to conduct such research at least every year furthermore it could be taken under the wings of some **university student** who would already have had an experience with it. Financial reward would be 4,00€ per hour.

**Table 29: Individual activities of the research and their time intensity**

<b>Activity</b>	<b>Time intensity of the activity</b>
Formulation of questionnaire	10h
Research among customers	unidentified
Assessment of results	15h
Formulation of proposals	15h

Source: Own work, 2021

**Table 30: Overall costs of the survey**

Time intensity summed up	40h
Financial aspect	4,00€/h
Authorized person	University student
<b>Total costs</b>	<b>160€</b>

Source: Own work, 2021

### 3.6 Summary of proposals

Table 31: Summary of proposals

Proposal	Social media, blog, and news management	Implementation of a reward system	Implementation of “Zásielkovňa” option	Modification of the visual look of prices	Customer satisfaction survey
<b>Time intensity</b>	15h (weekly)	Preparation of stamp cards: 5 days (yearly)  Website adjustment: 1h (one-time)	6h (one-time)	1h (one-time)	40h (yearly)
<b>Authorized persons</b>	Self-employed worker	Stamp cards: Graphic designer Website: Computer programmer	Computer programmer	Computer programmer	University student
<b>Wage expenses</b>	6,50€/hour	Graphic designer: 29€  Computer programmer: 40€/hour	40€/hour	40€/hour	4,00€/hour
<b>Financial aspect</b>	Wage costs: 97,50€/weekly	Total costs for stamp cards acquisition: 85,20€  Total wage costs: 40€	Total wage costs: 240€	Total wage costs: 40€	Total wage costs: 160€
<b>Benefits of proposals</b>	Stronger relationship with existing customers and generation of new leads	Clear discount system available for all customers without exceptions	Wider variety of options of delivery  More convenient option	Prices seeming visually more acceptable	Finding out about possible enhancements or obstacles to remove

Source: Own work, 2021

We can divide the costs into two groups. First comes the group of one-time payments which makes together **320€**. The second is a group of regular payments

which makes together **2780,20€** from July until the end of the year 2021. Together it makes **3100, 20€**.

### 3.7 Time horizon

**Table 32: Time horizon for implementation of proposals**

<b>Proposal/Month (till the end of the year 2021)</b>	July	August	September	October	November	December
Social media, blog, and news management						
Implementation of a reward system						
Implementation of “Zásielkovňa” option						
Modification of the visual look of prices						
Customer satisfaction survey						

Source: Own work, 2021

The table above shows the time horizon until the end of the year 2021 during which all the proposals shall be implemented. You may see that the social media, blog and news management will be conducted monthly, and the rest of the proposals are either a one-time activity or they are conducted only once a year.

## 3.8 Analysis of risks and proposals for measures to reduce them

### 3.8.1 Risk identification

Table 33: Risk factors

<b>Risk number</b>	<b>Risk factor</b>	<b>Possibility of occurrence</b>	<b>Impact</b>	<b>Risk assessment</b>
<b>R1</b>	Self-employed worker unable to conduct temporarily the job due to sickness, vacation,...	4	3	12
<b>R2</b>	Leaving the questionnaire journey in progress by the responsible worker	2	4	8
<b>R3</b>	Price for purchase too high to reach the 10% discount	2	3	6
<b>R4</b>	Too many purchases to reach the 10% discount	2	3	6
<b>R5</b>	Loss of consignments during delivery	3	4	12

Source: Own work, 2021

All the risk factors connected to implementation of pre-prepared proposals are summarized in the table above and rated on a **scale from 1-5**, where 1 means the lowest possibility of occurrence and impact and 5 means the highest. Finally in the last column you may find their overall assessment which is derived by multiplying values from possibility occurrence column with the values from impact column. Thanks to these values we can identify which risk factors are causing the biggest danger.

### 3.8.2 Proposals for measures to reduce risks

In the following table you may find proposals for measures ensuring that the possibility of occurrence of the above-mentioned risks is not too high. The values of

impact stay the same in contrary the possibility of occurrence changes thus the overall assessment changes as well. The rating of each of the variables works on the same principle as in the table before.

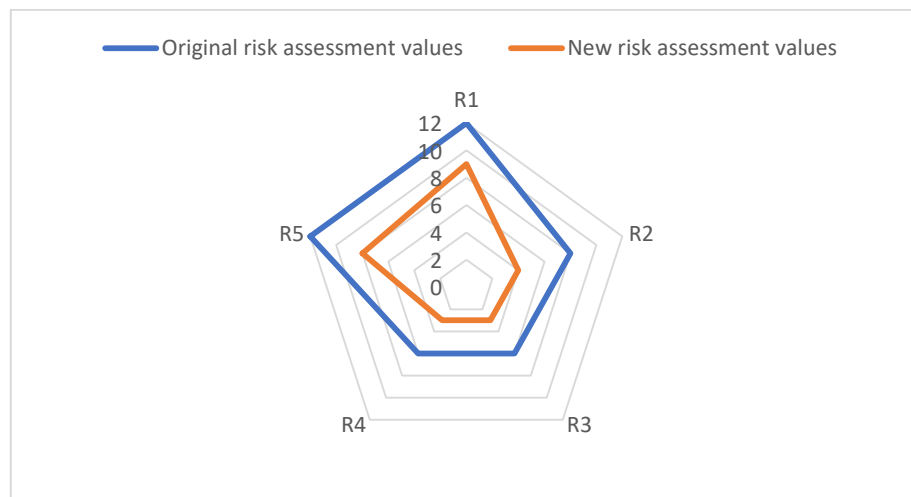
**Table 34: Measures for risk reduction**

Factor number	Measures	Possibility of occurrence	Impact	Risk assessment
<b>R1</b>	Have an additional worker in reserve if necessary	3	3	9
<b>R2</b>	Promise a financial bonus or other benefits for a work well done and in a specified time horizon	1	4	4
<b>R3</b>	Slight price reduction	1	3	3
<b>R4</b>	Increase of discount percentage to 15%	1	3	3
<b>R5</b>	Insurance on the website of Zásielkovňa	2	4	8

Source: Own work, 2021

### 3.7.3 Cobweb chart

The following cobweb chart serves to provide a better picture of how the measures have managed to significantly reduce the risk assessment values.



**Graph 15: Cobweb chart**

(Source: Own work, 2021)

## CONCLUSION

The aim of this bachelor thesis was to determine the satisfaction of customers of the company EWALDS s.r.o. and suggest several proposals for improvements in order to increase its overall level.

The overall level of satisfaction was discovered through questionnaire survey conducted electronically using Google Forms. After acquisition of 105 responses from customers followed a determination of both satisfaction and importance of individual factors which were then arranged into Importance-Satisfaction matrix. Secondly, I have conducted Shapiro-Wilk test to verify normal distribution of data which was followed by a Spearman's rank correlation coefficient to determine the relationship between variables and used its results to replace the initial importance values, for creation of Spearman's matrix. Unfortunately, this matrix hadn't brought up any new factors which would land in the quadrant of highest importance and lowest satisfaction therefore I opted for 4 factors which were in the closest distance of the "to be improved" quadrant. These factors were: *discount system*, *price* and *pre-sales communication* which were statistically derived and *delivery speed* which held a significant importance and relatively low satisfaction from the customer's point of view.

In the last part of the thesis, I have proposed solutions for all 4 factors. Starting with pre-sales communication area where the problem was solved by hiring a part-time worker to manage the engagement with customers through social media platforms furthermore to take care of regular updates of blog and news section on the website of the company. Second proposal was connected with discount system which was solved by implementing a relatively cheap form of reward system using stamp cards for stone stores and hiring a computer programmer to implement the same system in a virtual form online on the company's e-shop. Third in a row was delivery speed that could use a little bit of enhancement as well therefore my proposal was to start a cooperation with Zásielkovňa to offer customers a wider variety of delivery options to choose from

and let them decide when and where they will pick up their consignment therefore making it more convenient for them. Fourth comes the price. Although the customers were not overly dissatisfied with the price, EWALDS, can certainly make them look at least more appealing by lowering the leading digits, compressing the digits that follow after the decimal point together with the euro sign. Last but certainly not the least is a regular research of customer satisfaction. To ensure that the satisfaction of customers will constantly be increasing there is a need of finding out what drives them away and in contrary what they would certainly welcome and then adjusting the services of EWALDS accordingly.

Each proposal includes a calculation of costs for their implementation, and these are expressed in an estimated amount. The benefit for EWALDS after the introduction of these measures should be an increased level of overall satisfaction of existing customers with the brand and the generation of new leads.

I sincerely believe that the proposals that I submitted will be of great service to the company EWALDS s.r.o.

## LIST OF USED SOURCES

BABIN, J. B.; D'ALESSANDRO, S.; WINZAR, H.; LOWE, B.; ZIKMUND, W. Marketing Research. 5<sup>th</sup> edition. Australia: Cengage Learning Australia Pty Limited, 2020. ISBN 9780170438964

BOUČKOVÁ, J. *Marketing*. Praha: C.H. Beck, 2003. Beckovy ekonomické učebnice. ISBN 80-7179-577-1.

DIB, A. 1-Page Marketing Plan. Canada: Page Two, 2018. 228 s. ISBN 978-1-989025-01-7

FRANGOS, C. CH. Quantitative and Qualitative Methodologies in the Economic and Administrative Sciences. Greece: Technological Educational Institute of Athens, 2009. 579 s. ISBN 978-960-98739-0-1

GRZEGORZ, B.; WYRÓD-WRÓBEL, J. Marketing and logistic problems in the management of organization. Bielsko-Biala: Wydawnictwo Naukowe Akademii Techniczno-Humanistycznej, 2011. 41 s. ISBN 978-83-62292-81-3

GÜREL, E. Swot analysis: a theoretical review. Turkey: The Journal of International Social Research, 2017. 1006 s. ISSN: 1307-9581

HARRISON, J. S.; St. JOHN, C. H. Foundations in Strategic Management. USA: South Western, Cengage Learning, 2014. 191 s. ISBN-13: 978-1-285-05739-2

HAUGE, P. Průzkum trhu. 1. vydání. Brno: Computer Press, 2003. 234 s. ISBN 80-7226-917-8

HILL, N.; ALEXANDER, J. The Handbook of Customer Satisfaction and Loyalty Measurement. 3<sup>rd</sup> edition. New York: Gower Publishing Ltd., 2006. 273 s. ISBN 13: 978-0-56608-744-8

HILL, N.; ROCHE, G.; ALLEN, R. Customer Satisfaction. London: Cogent Publishing, 2007. 307 s. ISBN 978-0-9554161-1-8



HINSON, R.; ADEOLA, O; NKRUMAH, O. K.; AGYINASARE, CH.; ADOM, K.; AMARTEY, O.F.A. Customer Service Essentials Lessons For Africa And Beyond. USA: Information Age Publishing Inc., 2019. 241 s. ISBN 978-1-64113-687-7

KINGSNORTH, S. Digital Marketing Strategy. 2nd edition. New York: Kogan Page Ltd, 2019. 365 s. ISBN 9780749484231

KOTLER, P.; ARMSTRONG, G. Marketing. Praha: Grada, 2004, 856 s. ISBN 80-247-0513-3

KOTLER, P.; KELLER, K. L. Marketing management 12e. New Jersey: Pearson Education, 2006. 729 s. ISBN 0-13-145757-8

KOTLER, P. Marketing od A do Z. Osmdesát pojmů, které by měl znát každý manažer. Praha: Management Press, 2003. 203 s. ISBN 80-7261-082-1

KOZEL, R. a kol. Moderní marketingový výzkum. 1. vydání. Praha: Grada, 2006. 280 s. ISBN 80-247-0966-X

KOZEL, R. a kol. Moderní metody a techniky marketingového výzkumu. 1. vydání. Praha: Grada, 2011. 304 s. ISBN 978-80-247-3527-6

KRÜGER, F. The Influence of Culture and Personality on Customer Satisfaction. Germany: Springer Gabler, 2015. 208 s. ISBN 978-3-658-12557-8

PAHL, N.; RICHTER, A. SWOT Analysis – Idea, Methodology And A Practical Approach. Germany: GRIN, 2007. 30 s. ISBN 978-3-640-30303-8

PRIDE, W. M.; FERRELL O.C. Foundations of Marketing. USA: Integra Software Services Pvt. Ltd. 2016. 687 s. ISBN 978-1-285-85834-0

Price list. Itprofi servis s.r.o. [online]. 2017 [cit. 2021-04-18]. Available at: <https://www.itprofi.sk/cennik/>

Price list. Jaspravím [online]. 2021 [cit. 2021-04-26]. Available at: <https://www.jaspravim.sk/00dusan00/ja-vytvorim-profesionalny-navrh-tlacovin-vizitky-letaky-etikety-foldery-certifikaty-brozurky-134232>

Price list. letaky4U [online]. 2021 [cit. 2021-04-26]. Available at:  
<http://www.letaky4u.cz/sk/cenik/>

Price list. 123 PECIATKY [online]. 2021 [cit. 2021-04-26]. Available at:  
<https://www.123peciatky.sk/textove-peciatky-colop-printer>

Prvá pomoc zamestnávateľom, zamestnancom a živnostníkom. *Ministry of Labor, Social Affairs and Family* [online]. 2020 [cit. 2021-03-15]. Available at:  
<https://www.pomahameludom.sk>

Rozdiely v ponuke a dopyte v námornej doprave naďalej zvyšujú ceny. *DACHSER Intelligent Logistics* [online]. 2021 [cit. 2021-03-15]. Available at:  
<https://www.dachser.sk/sk/mediaroom/Rozdiely-v-ponuke-a-dopyte-v-namornej-doprave-naalej-zvysuju-ceny-10087>

RUBIO, N.; YAGÜE, J. M. Customer Loyalty and Brand Management. Switzerland: MDPI, 2019. 108 s. ISBN 978-3-03921-336-8

SABBAGHI, A.; VAIDYANATHAN, G. SWOT Analysis and Theory of Constant in Information Technology Projects. USA: Information Systems Education Journal, 2004. 19 s. ISSN: 1545-679X

SARSBY, A. SWOT Analysis. 1st edition. England: Spectaris Ltd., 2016. 86 s. ISBN-13: 978-0993250422

SMITH, M. S.; ALBAUM S. G. Fundamentals of Marketing Research. USA: Sage Publications Inc., 2005. 881 s. ISBN 0-7619-8852-1

ZAMAZALOVÁ, M. Marketing obchodní firmy. 1. vydání. Praha: Grada, 2009. 240 s. ISBN 978-80-247-2049-4

## LIST OF GRAPHS

Graph1: E-commerce in millions of euros for the years 2014-2019 .....	59
Graph 2: Number of newly established e-shops in Slovak republic for years 2014-2019 .....	59
Graph 3: Age category of customers shopping online for the year 2019 .....	60
Graph 4: Age of the respondents .....	79
Graph 5: Gender of respondents .....	79
Graph 6: Region of respondents .....	80
Graph 7: Sources through which respondents found out about EWALDS .....	80
Graph 8: The length of time respondents have been a customer of EWALDS .....	81
Graph 9: The distance in km respondents travel to EWALDS .....	82
Graph 10: The importance of brand name during selection of decorations .....	82
Graph 11: The importance of recommendation from people in their surroundings .....	83
Graph 12: The overall satisfaction of customers with the brand .....	84
Graph 13: Importance – Satisfaction matrix .....	86
Graph 14: Spearman matrix .....	90
Graph 15: Cobweb chart .....	110

## LIST OF FIGURES

Figure 1: Three pillars of societal marketing concept .....	16
Figure 2: Six Forces in the Environment of a Business.....	18
Figure 3: Microenvironment.....	22
Figure 4: SWOT analysis.....	30
Figure 5: Overview of the Consumer Decision-Making Process .....	33
Figure 6: Importance - satisfaction model .....	36
Figure 7: Low Correlation .....	38
Figure 8: High Correlation.....	38
Figure 9: Process of marketing research.....	40
Figure 10: Types of observation .....	47
Figure 11: Logo of EWALDS .....	51
Figure 12: Organizational structure .....	51
Figure 13: Suppliers of EWALDS.....	68
Figure 14: Customers of EWALDS.....	69
Figure 15: Main categories of products .....	72
Figure 16: Location of stone flower shop Elizabeth and EWALDS s.r.o warehouse ...	74
Figure 17: Types of promotion of EWALDS .....	75
Figure 18: Example of a Hootsuite calendar .....	95
Figure 19: Example of Zásielkovňa option implemented in delivery options of e-shop .....	102
Figure 20: Widget with the „Z-POINTS“ for e-shop – design seen by customer .....	102
Figure 21: Infographics provided by Zásielkovňa for e-shops .....	103
Figure 22: Modification of the price design .....	104

## LIST OF TABLES

Table 1: Possible influences on the decision process of a customer .....	33
Table 2: Advantages and disadvantages of secondary and primary research .....	44
Table 3: Selected data about population composition in Slovakia always as of 31.12 .....	53
Table 4: Selected data about unemployment rate in Slovakia .....	55
Table 5: Total inflation in Slovakia in % .....	56
Table 6: Average nominal wage in Slovakia in % .....	56
Table 7: Average real wage in Slovakia in % .....	56
Table 8: Gross Domestic Product in Slovakia in % .....	57
Table 9: Gross Domestic Product in Slovakia for the year 2020 in % - quarterly change .....	57
Table 10: Technological devices purchased in the last 5 years and their use .....	63
Table 11: Amount paid in € to the recycling fund for the 3 <sup>rd</sup> quarter of the year 2020 .....	64
Table 12: Evaluation of competition's websites compared to EWALDS .....	66
Table 13: Analysis of macro and microenvironment .....	70
Table 14: Analysis of marketing mix .....	77
Table 15: List of the factors .....	85
Table 16: Arithmetical mean of questions n. 7-20 .....	85
Table 17: Arithmetical mean of questions n. 21-35 (except for the question n. 33) .....	85
Table 18: Arithmetical mean of questions n. 38 and 39 .....	86
Table 19: Results of Shapiro-Wilk test .....	88
Table 20: Spearman correlation coefficients .....	89
Table 21: SWOT analysis of EWALDS .....	92
Table 22: Report of website statistics .....	96
Table 23: Report of social media statistics .....	97
Table 24: Social media, blog and news management costs .....	97
Table 25: Required items for implementation of the reward system into stores .....	99
Table 26: Implementation of the reward system for e-shop .....	99
Table 27: Implementation of the new delivery option to e-shop .....	103
Table 28: Change of the design of price digits .....	105
Table 29: Individual activities of the research and their time intensity .....	106

Table 30: Overall costs of the survey .....	106
Table 31: Summary of proposals .....	107
Table 32: Time horizon for implementation of proposals .....	108
Table 33: Risk factors .....	109
Table 34: Measures for risk reduction .....	110

**LIST OF ANNEXES**

Annex n. 1.....121

## Spokojnosť zákazníkov značky EWALDS s.r.o.

Vysoké Učenie Technické v Brne, Podnikateľská fakulta  
Spokojnosť zákazníkov značky EWALDS s.r.o.  
T. Korenčiaková, 2021

V rámci mojej bakalárskej práce, Vás chcem srdečne požiadať o vyplnenie nasledovného dotazníka. Cieľom je zistenie spokojnosti zákazníkov so spoločnosťou EWALDS. Váš názor je veľmi dôležitý preto Vás chcem poprosiť o pravdivé odpovede. Dotazník je anonymný a všetky získané informácie sú dôverné.

### INŠTRUKCIE

Dotazník sa skladá z 38 otázok. Od otázky 5-38 budete hodnotiť spokojnosť s učitým parametrom firmy a následne hodnotiť ako dôležitý je pre vás tento parameter na škále od 1-10. Vždy je odpoveďou len jedna možnosť.

#### 1. Do akej vekovej kategórie spadáte?

*Označte iba jednu elipsu.*

- ☐ 20 rokov a menej  
☐ 21-30 rokov  
☐ 31-40 rokov  
☐ 41-50 rokov  
☐ 51-60 rokov  
☐ 61 a viac rokov

#### 2. Aké je vaše pohlavie?

*Označte iba jednu elipsu.*

- ☐ Žena  
☐ Muž



3. Z akého kraja pochádzate?

*Označte iba jednu elipsu.*

- ☐ Bratislavský kraj
- ☐ Trnavský kraj
- ☐ Trenčiansky kraj
- ☐ Nitriansky kraj
- ☐ Žilinský kraj
- ☐ Banskobystrický kraj
- ☐ Košický kraj
- ☐ Prešovský kraj

4. 3. Ako ste sa o firme EWALDS dozvedeli?

*Označte iba jednu elipsu.*

- ☐ Sponzorované reklamy
- ☐ Facebook
- ☐ Instagram
- ☐ Youtube
- ☐ Pinterest
- ☐ Odporúčaním niekoho
- ☐ Z FAVI alebo BIANO
- ☐ Z webových stránok
- ☐ Inak

## 5. 4. Ako dlho ste zákazníkom EWALDSU?

*Označte iba jednu elipsu.*

- ☐ Mesiac  
☐ Pól rok  
☐ Jeden rok  
☐ 2-5 rokov  
☐ 6-10 rokov  
☐ 11 a viac rokov

## 6. 5. Ako ďaleko ste museli k predajcovi cestovať ?

*Označte iba jednu elipsu.*

- ☐ do 25 km  
☐ 50 km  
☐ 75 km  
☐ 100 a viac km

## 7. 6. Ako ste spokojný so súčasným sortimentom značky?

*Označte iba jednu elipsu.*

	1	2	3	4	5	6	7	8	9	10	
Veľmi nespokojný	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi spokojný

## 8. 7. Ako je pre vás tento faktor dôležitý ?

*Označte iba jednu elipsu.*

	1	2	3	4	5	6	7	8	9	10	
Nedôležitý	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi dôležitý

## 9. 8. Ako ste spokojný s dostupnosťou predajní?

*Označte iba jednu elipsu.*

	1	2	3	4	5	6	7	8	9	10	
Veľmi nespokojný	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi spokojný

## 10. 9. Ako je pre vás tento faktor dôležitý ?

*Označte iba jednu elipsu.*

	1	2	3	4	5	6	7	8	9	10	
Nedôležitý	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi dôležitý

## 11. 10. Ako ste spokojný s rozsahom služieb ?

*Označte iba jednu elipsu.*

	1	2	3	4	5	6	7	8	9	10	
Veľmi nespokojný	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi spokojný

## 12. 11. Ako je pre vás tento faktor dôležitý ?

*Označte iba jednu elipsu.*

	1	2	3	4	5	6	7	8	9	10	
Nedôležitý	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi dôležitý

## 13. 12. Ako ste spokojný so zľavovým systémom?

*Označte iba jednu elipsu.*

	1	2	3	4	5	6	7	8	9	10	
Veľmi nespokojný	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi spokojný

## 14. 13. Ako je pre vás tento faktor dôležitý ?

*Označte iba jednu elipsu.*

	1	2	3	4	5	6	7	8	9	10	
Nedôležitý	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi dôležitý

## 15. 14. Ako ste spokojný s objednávkovým systémom na internete?

*Označte iba jednu elipsu.*

	1	2	3	4	5	6	7	8	9	10	
Veľmi nespokojný	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi spokojný

## 16. 15. Ako je pre vás tento faktor dôležitý ?

*Označte iba jednu elipsu.*

	1	2	3	4	5	6	7	8	9	10	
Nedôležitý	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi dôležitý

17. 16. Ako ste spokojný s image-om a prezentáciou značky ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Veľmi nespokojný	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi spokojný

18. 17. Ako je pre vás tento faktor dôležitý ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Nedôležitý	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Dôležitý

19. 18. Ako ste spokojný so spôsobom vystupovania a odborných znalostí obsluhy ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Veľmi nespokojný	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi spokojný

20. 19. Ako je pre vás tento faktor dôležitý ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Nedôležitý	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi dôležitý

21. 20. Ako ste spokojný so showroomami a prostredím skladu ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Veľmi nespokojný	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi spokojný

22. 21. Ako je pre vás tento faktor dôležitý ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Nedôležitý	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi dôležitý

23. 22. Ako ste spokojný s otváracou dobou ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Veľmi nespokojný	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi spokojný

24. 23. Ako je pre vás tento faktor dôležitý ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Nedôležitý	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi dôležitý

25. 24. Ako ste spokojný s platobnými podmienkami ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Veľmi nespokojný	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi spokojný

26. 25. Ako je pre vás tento faktor dôležitý ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Nedôležitý	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi dôležitý

27. 26. Ako ste spokojný s dostupnosťou relevantných informácií o produktoch ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Veľmi nespokojný	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi spokojný

28. 27. Ako je pre vás tento faktor dôležitý ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Nedôležitý	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi dôležitý

29. 28. Ako ste spokojný s kvalitou produktov ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Veľmi nespokojný	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi spokojný

30. 29. Ako je pre vás tento faktor dôležitý ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Nedôležitý	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi dôležitý

31. 30. Ako ste spokojný s prístupom pri riešení prípadných reklamácií ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Veľmi nespokojný	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi spokojný

32. 31. Ako je pre vás tento faktor dôležitý ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Nedôležitý	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi dôležitý



33. 32. Aká je vaša celková spokojnosť so spoločnosťou EWALDS ?

*Označte iba jednu elipsu.*

	1	2	3	4	5	6	7	8	9	10	
Veľmi nespokojný	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi spokojný

34. 33. Ako ste spokojný s designom značky ?

*Označte iba jednu elipsu.*

	1	2	3	4	5	6	7	8	9	10	
Veľmi nespokojný	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi spokojný

35. 34. Ako je pre vás tento faktor dôležitý ?

*Označte iba jednu elipsu.*

	1	2	3	4	5	6	7	8	9	10	
Nedôležitý	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi dôležitý

36. 35. Ako dôležitá je pre vás značka pri výbere dekorácií ?

*Označte iba jednu elipsu.*

	1	2	3	4	5	6	7	8	9	10	
Nedôležitá	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi dôležitá

## 37. 36. Je dôležité pre vás odporúčenie od známych ?

Označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10	
Nedôležité	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Veľmi dôležité

## 38. 37. Ako ste spokojný s týmito parametrami ? (1 - veľmi nespokojný, 10 - veľmi spokojný) (Parametre - Cena, Rýchlosť dodania, Množstvo distribučných kanálov, Predpredajná komunikácia, Komunikácia po uskutočnení predaja)

V každom riadku označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10
Cena	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rýchlosť dodania	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Množstvo distribučných kanálov	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Predpredajná komunikácia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Komunikácia po uskutočnení predaja	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

39. 38. Ako sú pre vás tieto parametre dôležité? (1 - nedôležité, 10 - veľmi dôležité) (Parametre - Cena, Rýchlosť dodania, Množstvo distribučných kanálov, Predpredajná komunikácia, Komunikácia po uskutočnení predaja)

V každom riadku označte iba jednu elipsu.

	1	2	3	4	5	6	7	8	9	10
Cena	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rýchlosť dodania	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Množstvo distribučných kanálov	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Predpredajná komunikácia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Komunikácia po uskutočnení predaja	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Tento obsah nie je vytvorený ani schválený spoločnosťou Google.

Google Formuláre